

LOOKING BACK MOVING FORWARD

Project 2000
A National Victim Center
Initiative
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National
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Training Guide for *Looking Back, Moving Forward:* *A Program for Communities Responding to Sexual Assault*

Part I: Introduction

This *Training Guide* is an outgrowth of the training delivered at two test-sites: Pine Bluff, Arkansas; and Denver, Colorado. The training is designed to last three days and prepare the participants -- agency and organizational representatives on the Sexual Assault Interagency Council (SAIC) -- to write protocol. The training stresses, however, that the SAIC should write protocol only after it completes the first three steps of the developmental process: the *Inventory of Existing Services*, the *Victim Satisfaction Survey*, and the *Community Needs Assessment*. These preliminary steps are necessary for the SAIC to identify the multi-agency resources and community needs to be included in the protocol.

The training also previews the follow-up steps that should occur subsequent to the writing of protocol: reviewing the interagency agreement, developing training for protocol implementation, monitoring protocol implementation, and evaluating the impact of protocol on sexual assault victims and the implementing agencies.

The training is structured to accomplish two major objectives: the first objective is to familiarize the SAIC with the eight-step process to develop and implement multi-agency/multi-disciplinary, victim-centered protocol and the second, but no less important, objective is to develop the multi-disciplinary communication and teamwork necessary to accomplish the first objective.

Identifying Training Participants

This training is designed to be delivered to agency representatives on the SAIC. Based upon our experiences at the test-sites, the following parameters need to be considered:

- ◆ **Number of Participants** - The course achieves its objectives best when the number of participants is limited to 20-25 participants.
- ◆ **Disciplines Represented** - The success of the training depends upon representation from the four core disciplines -- law enforcement, prosecution, medical and victim advocacy -- among the participants. Other disciplines may be represented by the participants if they will have a role in writing SAIC protocol.

- ◆ **Organizational Levels of Participants** - The participants in this training session need to be mid-level managers or supervisory personnel who would normally have responsibility in their organizations for assisting with policy development. They need to be designated by the chief executive of their agency or organization to participate in the training and to represent the agency during protocol development.
- ◆ **Victim Concerns** - The participation of sexual assault victims in the training is, in most cases, not appropriate unless it is as a representative of one of the SAIC members. If sexual assault victims are participants in the training, they should understand that some pieces of the training may cause them to re-experience some of the trauma associated with their sexual assault. Individual sexual assault victims can serve as members of advisory committees to review protocol.
- ◆ **Commitment to Attend** - Training participants should be asked to make a commitment to attend all three days of training. Individuals who "pop" in and out of the training sessions lose the sense of continuity of the material, miss learning important concepts, raise resentment of other participants who did clear their calendars, and create barriers to becoming an integral part of the "group" -- an important consideration for future efforts of the SAIC.

Selecting the Training Team

Training the SAIC representatives is not a one person job. Our experience was that even with three trainers, each day was an exhausting, albeit, rewarding experience. Certainly fewer trainers for the three days would be a more grueling experience. Our recommendation is that a team of three or four experienced trainers should deliver this training.

Based upon the experience of the trainers in the test-sites, we feel that there is a definite advantage if the training team is from another jurisdiction. The development of interagency protocol may create conflicts that need to be addressed during the training. Outside trainers may be better able to facilitate the resolution of such conflicts since they will not have a stake in the outcomes of the disputes.

Host Responsibilities

The host agency or organization for the training is responsible for arranging a meeting place away from the offices of any of the participants. The room should be large enough for the group but should not be so large that the group is overwhelmed by the space. It helps if the chairs and tables in the room are moveable so that they can be arranged in different configurations. Four breakout tables in the meeting room or four breakout rooms are also necessary for small group exercises.

The development of the group is facilitated greatly by having the group together during the lunch breaks each day. To ensure that the group can stay together, the host should arrange lunch each day for all of the trainees and instructors. In addition, the host is responsible for refreshments during the morning and afternoon breaks. The lunches and breaks are an important opportunity for the participants to begin building collegial relationships that will carry over into the SAIC operation. Because of their importance, lunches and breaks should be considered an integral part of the training.

The host is also responsible for obtaining the audio-visual equipment necessary to support the training. The equipment for this training includes:

- ◆ Overhead projector and screen;
- ◆ Television monitor(s) and a VCR;
- ◆ Four or five flip-chart pads and felt-tipped markers;
- ◆ A tape recorder; and,
- ◆ A camera and film.

Prior to the training, the host is the point-of-contact for communications to the SAIC from the trainers. Adherence to a prearranged schedule for pre-training tasks will reduce the stress associated with many training sessions. Adherence to the schedule will also give everyone a sense of accomplishment as deadlines are met and products are developed.

Training Materials

This training is designed around the information contained in *Looking Back, Moving Forward: A Guidebook for Communities Responding to Sexual Assault* and the accompanying *Workbook*. Each participant in the training should be thoroughly familiar with the information contained in these publications.

The lesson plans for the training modules found in part three of this *Training Guide*, titled *Training Curriculum*, were used by the project staff for the pilot training sessions. The lesson plans include a statement of the training objectives for the module, preparation steps and training activities.

Handout materials and overhead transparency masters are included after the lesson plan for each module. These materials may be duplicated. Overhead projection transparencies may be prepared inexpensively using almost any copy machine and the appropriate transparency material. Most office supply stores carry a variety of transparency materials and are able to give advice concerning the proper transparency material for use with your copier.

A videotape is also recommended to help explore and define the various elements and issues related to sexual assault. In addition, "inspirational" music is recommended on the training agenda found on page 22. The music provides some "comic" relief to the intensity of the training and offers inspiration and motivation for the protocol development challenges ahead.

Tips for Trainers

Individuals who want to be effective trainers with this material need to become thoroughly familiar with the contents of the *Guidebook* and the *Workbook*. The training modules, as they are presented here, require the instructor to have some additional knowledge in order to successfully teach the lessons.

These lesson plans were developed by very experienced trainers who were thoroughly familiar with the concepts inherent in both protocol development as well as team-building processes. The authors of the *Training Guide* believe that the materials may be most useful to trainers with some experience. Veteran trainers will be able to use the lesson plans and modify them to fit their own instructional styles.

Many of the modules should be *localized*. By this we mean that information from the locale in which the training is being delivered should be used in the training as examples, worked into the exercises, and in general sessions to make the training as relevant to the locale as possible.

After the Training

The test-site experiences indicated that immediately after the conclusion of training is an excellent time to conduct the *Initial Meeting* as described in the *Workbook*. This meeting also serves as a press conference to inform the community about the formation of the SAIC and describe its goals. This meeting provides an opportunity for:

- ◆ The chief executives of the member agencies and organizations to reaffirm their commitment to the development of a victim-centered, multi-disciplinary protocol for addressing the problem of sexual assault in the community.
- ◆ Representatives of the media to obtain information concerning the SAIC and its goals.
- ◆ The community to increase its awareness of sexual assault and the needs of its victims.

A sample meeting agenda is provided on the next page. Other suggestions can be found in Chapter One of the *Workbook*.

Meeting Agenda

- A. Call to Order
- B. Welcome
- C. Brief Introduction of Interagency Concept and Purpose
- D. Sexual Assault Victim's Story*
(Focus should be on how the system addressed the needs of the victim.)
- F. Introduction of Agency Representatives
- E. Interagency Agreement Signing**
(Each signatory should make a brief statement of support when called to the podium to sign the Agreement.)
- G. Set Date for the Next Meeting
- H. Adjourn

* Unless the sexual assault victim gives permission to media representatives to be identified, the media should be asked to preserve the victim's privacy.

** The provisions of the Interagency Agreement should be decided prior to the organizational meeting.

Part II: Pre-Training

The key to a successful three-day training session is thorough preparation. Communication must take place, decisions and arrangements must be made, and information must be collected ahead of time in order to focus the training and get the most out of the three days. Although more than one individual or agency can work together on preparation, one person from the host organization should act as the coordinator and take the lead. The coordinator must be someone with sufficient time to devote to preparation for the training and with agency support for the project.

Consideration should also be given ahead of time to selection of a chair for the Sexual Assault Interagency Council (SAIC). In some cases, it will be obvious that someone from the host agency, perhaps the coordinator, should assume that role; in others, selection of a chair will take place by the SAIC during the training. Following the training, the chair will be responsible for coordination of the ongoing process of protocol development.

Identification of SAIC Participants and Training Commitments

Commitments to participate and co-sponsor the training must, at a minimum, be obtained from the four primary disciplines necessary on any SAIC -- law enforcement, prosecution, victim services and medical services. Contact should be made with the chief executive officers of each of the key agencies within these four disciplines to explain the protocol development initiative and invite them to participate on the SAIC and co-sponsor the training. Depending upon your community, there may be more than one key agency within a particular discipline. Make sure to include and invite all key agencies within the four primary disciplines.

The coordinator should request and obtain letters of support from these chief executives which state their commitment to improve their community's response to sexual assault; to participate on the SAIC; to participate in protocol development and implementation; and, to attend the three-day training program themselves or send their designees. While support from the chief executives is essential, SAIC agency participants are usually department heads or middle managers -- people who can represent their agencies in a decision-making capacity, yet work closely enough with line staff and victims to participate meaningfully in protocol development. Representatives from the four primary disciplines often serve as the Steering Committee for the SAIC.

Once support letters from the chief executives have been obtained and agency representatives from the four primary disciplines designated, the coordinator should consult with those representatives to identify additional agencies which should be included. A mailing list of SAIC members should be developed and added to as necessary by the coordinator, listing agency name, address, phone and fax numbers, as well as the names and titles of the chief executive officer and designated agency representative(s) to the SAIC. In determining additional agencies to be included in the SAIC and training, consideration should be given to

any program in the community involved and interested in responding to sexual assault, including: colleges or universities, government protective services, community-based human or social service organizations, churches or religious institutions, adult/juvenile corrections agencies, mental health professionals, groups serving distinct populations in the community, special councils or task forces, etc. Determine who is most active with victims and start with those who are most critical to getting the protocol development effort off the ground.

Decision About Outside Facilitation

Early on, a Steering Committee must decide about whether to involve outside facilitators to conduct the training and provide technical assistance during the three-day session. This decision will be dependent on the availability of funding to pay the expenses associated with outside facilitation, as well as the need for trainers not directly involved in the community's response to sexual assault victims to assist in working through issues which might otherwise interfere with getting protocol development started. Outside facilitation frees participants to advocate for their agency's perspective without also having to moderate and facilitate full participation by everyone else. If outside facilitation is chosen, it will be most effective if the information gathered prior to the training is complete and provided well ahead of time.

Selection of Training Dates

The Steering Committee or Coordinator should determine training dates which best accommodate everyone's schedules, once training participants and trainers have been identified. Six to eight weeks of lead time is probably best to permit collection of needed information and still take advantage of the momentum generated by the interest of chief executives in the key agencies. Participants should be notified of the training dates as soon as possible and asked not to schedule anything else during that time. The coordinator should stress the importance of participants providing pre-training information in a timely manner. Receipt of copies of the *Guidebook* and *Workbook* could be conditioned upon participant completion of questionnaires. (Participants should also be asked to bring the *Guidebook* and *Workbook* with them to the training.)

Information Collection Prior to Training

The coordinator is responsible for coordinating the collection of needed information from training participants ahead of time and making sure that the trainers receive it. The information collected before the training serves several critical functions. One primary benefit is that it invests participants in the protocol development process before the training even begins. Trainers become knowledgeable about the community and can structure the training to best meet specific needs. Areas of agreement and strength can be identified ahead of time and reinforced during the training. Likewise, problems, issues and obstacles can be recognized by the trainers who can develop strategies to begin to deal with them during the training.

In the two test-site trainings, we utilized information gathered during the application process, as well as responses to two technical assistance questionnaires. Copies of the questionnaires are attached and can be adapted for use in other communities. The following sections will summarize information which should be collected and provided to trainers ahead of time. Questionnaires should be completed by every person who will participate in the training, on his/her own, without consulting with colleagues. It is imperative that the information provided to the trainers be as accurate and honest as possible. Participants should be assured that their responses will be confidential, and while trainers may choose to synthesize and describe results during the training, responses will not be identified or attributed to individuals. Completed questionnaires should be mailed directly to designated training staff by respondents.

Background Information - Community

The training coordinator should gather and provide descriptive information about the overall community within which the response to sexual assault is taking place.

- ◆ General description of nature of community (urban, rural, mixed)
- ◆ Total population
- ◆ Population breakdown by race/ethnicity, gender, age (if available)
- ◆ Geographic boundaries/jurisdictions (counties, etc.) within community
- ◆ Colleges/universities within community
- ◆ Military installations within community
- ◆ Major employers/industry
- ◆ General status of economy in area
- ◆ Description of community's governmental structure
- ◆ Key events or factors influencing community attitudes toward sexual assault
- ◆ Copies of current legislation regarding sexual assault (definitions of crimes involving both adults and children, rape shield statutes, etc.)

Background Information - Agencies

Within each agency included in the training and involved in the community's response to sexual assault, one person should be assigned to provide the following background information to the training coordinator, who will then forward it to the trainers.

- ◆ Name of agency
- ◆ Agency funding source
- ◆ CEO's name and title
- ◆ Total number of agency staff
- ◆ Total number of staff assigned to sexual assault cases
 - Staff titles and descriptions of responsibility for sexual assault cases
 - Amount of experience of staff members in general, and with sexual assault victims specifically
 - Description of training provided to staff regarding response to sexual assault
- ◆ Description of overall agency structure, especially as related to sexual assault
- ◆ Specific services provided to sexual assault victims (and length of time services have been provided)
- ◆ Whether or not any internal agency protocol or policies exist, regarding the response to sexual assault
 - If so, provide copies
 - How long have they been in effect?
 - Are they used/followed consistently?
 - Are they effective?
 - How could they be improved?
- ◆ Whether or not any interagency agreements exist, regarding the response to sexual assault
 - If so, provide copies
 - How long have they been in effect?
 - Are they used/followed consistently?
 - Are they effective?
 - How could they be improved?

- ◆ Whether or not multi-disciplinary protocol exist in other areas such as child abuse, domestic violence, etc. If so, are they effectively utilized?
- ◆ Provide copies of any reports or other summaries describing victims seen, number and characteristics of sexual assault cases encountered, comparisons with other crimes and historical data/trends, etc.
- ◆ Number and characteristics of sexual assault victims/cases served annually by agency
 - Victim ages
 - Gender of victims
 - Race/ethnicity of victims
 - Relationship to assailant
 - Location of sexual assault
 - Residence location
 - Any other specific victim characteristics
- ◆ Source(s) of victim referrals to agency
- ◆ Number and characteristics of sexual assault assailants
 - Age
 - Gender
 - Relationship to victim
 - Race/ethnicity
 - Residence location
- ◆ Case contact and services data
 - Number/percentage of sexual assault victims who call or contact rape crisis programs
 - Number/percentage examined at hospital emergency room
 - Number/percentage to whom an advocate is assigned
 - When and where contact with assigned advocate occurs
 - Number/percentage of sexual assault cases reported to police
 - Comparison of number of reported sexual assaults to other serious crimes in community, e.g., murder, robbery, etc.
 - Number/percentage of victims receiving victims' compensation
- ◆ Case outcome data
 - Number/percentage of cases in which assailant is arrested
 - Number/percentage of cases referred to the prosecutor
 - Number/percentage of cases in which criminal charges are filed by prosecutor

- Number/percentage of cases in which prosecutor declines to file
Reasons for declinations
 - Number/percentage of guilty pleas
 - Number/percentage of trials and guilty/not guilty verdicts
 - Terms of sentence for convicted assailants
Jail terms/prison
Probation
Restitution for victims
- ◆ Procedures for victim notification and communication with victims
 - ◆ Standards used to judge agency's effectiveness with sexual assault victims and cases
 - ◆ Greatest need within agency to improve response to sexual assault
 - ◆ Greatest need outside agency to improve response to sexual assault

Background Information - Individuals

A version of the technical assistance questionnaire(s) referred to previously should be provided to each individual who will participate in the training with a requirement that it be completed and mailed directly to the training team at least two weeks prior to the training. This will allow the trainers to review and summarize the results, clarify the participants' expectations of both the training and protocol development process, assess the participants' understanding of their own role and the roles of others in responding to sexual assault, identify areas of agreement and strength, identify areas of disagreement and conflict, and determine the appropriate starting point and strategies for the training.

While the exact form and format of the questions may vary, the following information should be solicited from each participant in the pre-training questionnaire.

- ◆ Understanding of the primary purpose of protocol
- ◆ Role in responding to sexual assault
- ◆ Support received from own agency and others in responding to sexual assault
- ◆ Essential needs for self and agency to respond more effectively
- ◆ Personal assessment of own effectiveness
- ◆ Personal assessment of effectiveness of the overall community response to sexual assault

- ◆ Personal commitment to the protocol development process
- ◆ Training needs of self and agency
- ◆ Priority that sexual assault cases receive in own agency and other agencies
- ◆ Opinion of major obstacles to an effective response to sexual assault
- ◆ Personal assessment of most effective aspects of current response to sexual assault
- ◆ Quality of communication with other agencies
- ◆ Are regular meetings held in response to sexual assault victims; if so, are they effective, and who participates?
- ◆ Understanding of other agency roles in responding to sexual assault
- ◆ Opinion on whether or not set guidelines or protocol are currently utilized
- ◆ Personal impressions of the usefulness and consistency in application of existing protocol and guidelines
- ◆ Personal assessment of community attitudes toward sexual assault victims
- ◆ Accomplishments wanted as a result of the three-day training
- ◆ Accomplishments wanted as a result of the protocol development process
- ◆ Specific ideas for improvement of the response to sexual assault by self, agency and community

Our experience in the test-sites made it clear that having the above information in advance was essential in order to create the most beneficial training. Take advantage of anything and everything you can learn about the community and its response to sexual assault, and integrate it into the training at every opportunity.

Technical Assistance Questionnaire - Agency

Looking Back, Moving Forward was a national technical assistance project originally conducted by the National Victim Center, in partnership with the American Prosecutors Research Institute, that was aimed at improving services to sexual assault victims. The program was funded by the U.S. Department of Justice, Office for Victims of Crime.

To gain more information about your community's response to victims of sexual assault, we request that at least two representatives, i.e., one supervisor and one direct service worker, from the Sexual Assault Interagency Council complete this questionnaire and return it in a sealed envelope provided to the ... by

The information you provide is strictly confidential and will not be personally attributed to you.

RESPONDENT INFORMATION

Please complete the following information:

Agency:	_____
Agency Address:	_____ _____ _____
Position/Duties:	_____
Time in Current Position:	_____
Time with Agency:	_____

PERCEPTIONS OF COMMUNITY RESPONSE TO SEXUAL ASSAULT VICTIMS

1) What are the most effective features of your community's response to sexual assault victims?

2) Which agencies/individuals carry out their responsibilities related to sexual assault victims with the most consistency and effectiveness? How are they effective?

3) Which agencies/individuals present the greatest obstacles to an effective response to sexual assault victims? Why?

- 4) From a victim's perspective, what is the most effective current program/protocol for sexual assault victims in your community?

FUTURE COMMUNITY RESPONSE TO SEXUAL ASSAULT VICTIMS

- 1) What improvements could be made to strengthen your community's response to sexual assault victims? Why?

- 2) What are the most critical changes you would like to see made in sexual assault protocol as a result of this project?

Technical Assistance Questionnaire - Individual

(To be completed by all SAIC team members)

Looking Back, Moving Forward was a national technical assistance project originally conducted by the National Victim Center, in conjunction with the American Prosecutors Research Institute, that was aimed at improving services to sexual assault victims. The program was funded by the U.S. Department of Justice, Office for Victims of Crime.

The purpose of the questionnaire is to understand your thoughts regarding how your community can best serve sexual assault victims. Your response will ensure that the three-day Sexual Assault Interagency Agreement technical assistance program is suited to your individual training needs. We request that you complete this questionnaire and return it to, by

The information you provide is **CONFIDENTIAL** and will not be personally attributed to you without your permission.

RESPONDENT INFORMATION

Please complete the following information:

Name:	_____	
Agency:	_____	
Position/Title:	_____	
circle one:	Volunteer	Paid
Time in Current Position:	_____	
Time with Agency:	_____	

What is your understanding of the primary purpose of guidelines/protocol in responding to sexual assault cases?

CURRENT RESPONSE TO SEXUAL ASSAULT VICTIMS -- YOUR OFFICE

1. Did you select or were you assigned to sexual assault cases? (Did you have a choice about whether you would work with sexual assault cases and victims?)

2. What is your primary role in responding to sexual assault victims?

3. What, if anything, does your office do to support your work with sexual assault victims?

4. What does your office need in order to respond more effectively to sexual assault victims?

5. How would you rate the priority given to sexual assault victims in your office? (Check which best describes priority.)

_____	Extremely High
_____	High but not most important in office
_____	No more or less important than other cases in office
_____	Low priority
_____	Lowest priority in office

6. Did you receive any specialized training before starting to work with sexual assault victims? Yes _____ No _____ If yes, what kind of training?

7. Have you received any specialized training since starting to work with sexual assault victims? Yes _____ No _____ If yes, what kind of training?

8. Are there any individuals (by position) or departments that are especially effective within your agency/office in responding to sexual assault victims? Yes _____ No _____ If yes, please explain below.

9. Are there any individuals (by position) or departments within your agency that present an obstacle for responding to sexual assault victims? Yes _____ No _____ If yes, please explain below.

10. In general, how would you rate your agency's/office's relationship with other agencies or allied professionals working with sexual assault victims? (Check which best describes priority.)

- _____ Extremely good
- _____ Good
- _____ Okay
- _____ Poor
- _____ Extremely poor

11. Does your agency/office have any written protocol or guidelines regarding its response to sexual assault victims? Yes _____ No _____ (If yes, please attach a copy.)

If yes, do you believe these guidelines are consistently followed?
Yes _____ No _____

How can they be improved?

12. What percentage of work time over the next 6 months can/will you devote to the development of improved interagency protocol for responding to sexual assault victims? _____%

13. What, if any, changes would you like to see in the way your office responds to sexual assault victims as a result of this project?

14. What would you personally like to gain from your participation in this project?

CURRENT RESPONSE TO SEXUAL ASSAULT VICTIMS -- OTHER AGENCIES

1. Other than your own, name the three agencies in your community most critical to an effective response to sexual assault victims. Please place in order of importance:

1. _____

2. _____

3. _____

2. Overall, do other agencies understand and support your role in responding to sexual assault victims? Yes _____ No _____

Which other agency is **most** supportive of your work with sexual assault victims?

Which other agency is **least** supportive of your work with sexual assault victims?

What changes could it make to be more supportive?

3. Do you feel that you understand the roles of other agencies in responding to sexual assault victims? Yes _____ No _____

CURRENT RESPONSE TO SEXUAL ASSAULT VICTIMS -- COMMUNITY EFFORT

1. Are there regular meetings with people who respond to sexual assault cases?
Yes _____ No _____

If yes, are they formal or informal? _____

What are the primary purposes of these meetings?

Are these meetings accomplishing these purposes?

2. Has there ever been a multi-agency training which addressed sexual assault cases for your community? Yes _____ No _____ If yes, please describe:

3. Are you aware of any other agencies which have written guidelines or protocol for responding to sexual assault victims? Yes _____ No _____

If yes, which agencies have written guidelines or protocol?

Have you read them? Yes _____ No _____

If yes, do you believe that the guidelines/protocol are consistently followed?

Yes _____ No _____

How could the guidelines/protocol be improved?

4. Are there any individuals (by position) or departments within other agencies, that you find especially effective in responding to sexual assault victims?
Yes _____ No _____ If yes, please explain below:

5. Are there any individuals (by position) or departments within other agencies, that you find difficult to work with in responding to sexual assault victims?
Yes _____ No _____ If yes, please explain below:

FUTURE RESPONSE TO SEXUAL ASSAULT VICTIMS

1. How, if at all, would you like to see community attitudes towards sexual assault and sexual assault victims change?
2. What, if any, changes would you like to see in the way all agencies in the community respond to sexual assault cases as a result of this project?
3. Please rank order the factors most critical to ensuring successful protocol development and implementation in your community, starting with 1 as the most important.

- _____ Strong leadership
_____ Interagency coordination
_____ Representation by sexual assault victims
_____ Regular meetings
_____ Specialized training
_____ Higher priority for sexual assault cases
_____ Increased resources
_____ Other: _____
_____ Other: _____

4. What do you believe are appropriate long-term (5 year) goals for your community in the response to sexual assault victims?
5. Is there any other information you think would be helpful for the training staff to know before providing technical assistance in your community?

Part III: Training Curriculum

TRAINING AGENDA

DAY ONE:

- 7:45 - 8:15 am Coffee & Registration (*Large Group; Folders*)
- 8:15 - 8:45 am I-1: Get Acquainted Exercise (*Large Group*)
- 8:45 - 9:15 am I-2: Introduction to the Training & Definition of Protocol (*Large Group*)
- 9:15 - 10:00 am I-3: The Protocol Development Cycle: An Eight-Step Process (*Large Group*)
- 10:00 - 10:15 am BREAK
- 10:15 - 11:15 am I-4: The Sexual Assault Interagency Council (SAIC): Developing the Team (*Small Group; Executive Director Exercise*)
- 11:15 - noon I-5: Key Language Terms & Defining the SAIC (*Large Group; Flip Chart*)
- Noon - 1:00 pm LUNCH
- 1:00 - 2:00 pm I-6: Competitive Conflict vs. Cooperative Conflict: Methods for Resolution (*Large Group; Role Play*)
- 2:00 - 3:00 pm I-7: "Why Am I Hiding" - A Film About Sexual Assault & Discussion (*Large Group; Videotape*) & Brainstorm Definition of Sexual Assault for Purposes of SAIC (*Small Group; Flip charts*)
- 3:00 - 3:15 PM BREAK
- 3:15 - 4:00 PM I-8: Step 1: Inventory of Existing Services (*Large Group; Handouts*)
- 4:00 - 4:30 PM Closing Comments and Wrap-up

Audiotape "Chariots of Fire"

(over)

DAY TWO:

- 8:00 - 8:30 am Coffee & Highlights of Day
- 8:30 - 9:30 am **II-1:** Accessing and Interpreting Sexual Assault Data (*Large Group; Overhead*)
- 9:30 - 10:30 am **II-2:** Step 2: Victim Satisfaction Survey (*Large Group; Chart & Arrows and Handouts*)
- 10:30 - 10:45 am BREAK
- 10:45 am - noon **II-3:** Step 3: Community Needs Assessment (*Large Group; Town Meeting*)
- noon - 1:00 pm LUNCH
- 1:00 - 1:45 pm **II-4:** Increasing Community Involvement (*Large Group; Brainstorming*)
- 1:45 - 3:00 pm **II-5:** Sexual Assault Interagency Council (SAIC) Organization (*Large Group; Choose a Leader & Develop Mission Statement*)
- Audiotape "Mission Impossible"*
- 3:00 - 3:15 pm BREAK
- 3:15 - 4:30 pm **II-6:** Setting Priorities Within the SAIC (*Large Group; Brainstorming*)
- 4:30 - 5:00 pm Closing Comments and Wrap-up

DAY THREE:

- 8:00 - 8:30 am Coffee & Highlights of Day
- 8:30 - 10:30 am **III-1:** Step 4: Writing Protocol (*Small Multi-Disc. Groups; Writing Exercise; Copy of Blank System Matrix*)
- 10:30 - 10:45 am BREAK
- 10:45 am - noon **III-2:** After Protocol are Written: Training, Monitoring & Evaluation (*Large Group; Flip Charts*)
- noon - 1:00 pm LUNCH (*Distribute, Collect & Write Obstacle Cards*)

Audiotape "Rocky"

- 1:00 - 3:00 pm **III-3:** Anticipating Obstacles to SAIC Success (*Large Group; Flip Charts [SAIC, System and Community]*)
- 3:00 - 3:15 pm BREAK
- 3:15 - 4:00 pm **III-4:** Producing a Time Table for Protocol Development (*Large Group; Handouts*)
- 4:00 - 4:30 pm **III-5:** Other Roles for the SAIC (*Large Group; Brainstorming & Flip Charts*)
- 4:30 pm Evaluation & Graduation (*Large Group*)

Audiotape "Pomp & Circumstance"

**** PRESS CONFERENCE ****



**National
Victim Center**

**DAY ONE
CURRICULUM**

LESSON PLAN I-1: SAMPLE GET ACQUAINTED EXERCISE & INTRODUCTIONS

TIME REQUIRED:
30 Minutes

OBJECTIVES:

- ◆ To acquaint training staff with local Sexual Assault Interagency Council (SAIC) members and the organizations represented.
- ◆ To facilitate communication among members of the SAIC for the three-day training session.

PREPARATION:

- ◆ Prepare 12 signs on poster board or large sheets of paper as follows:
 - Four with disciplines: Law Enforcement, Medical, Prosecution, Victim Advocate.
 - Four with personality descriptors: Mentor, Helper, Learner, Friend.
 - Four with lifestyle descriptors: Victorian, Californian, Cape Cod, Ranch.
- ◆ Tape one sign from each of the three groups in four corners of the room.

ACTIVITIES:

- ◆ The facilitator explains to the entire group that there are three signs in each corner of the room. Members of the group are to go first to the corner that best describes their occupational discipline. When they get there they are to introduce themselves to the others in that corner and try to learn something that they did not know about the individuals in that corner. After five minutes, they will be told to go to the corner that best represents their relationship with their co-workers. They are to introduce themselves to the others in the new corner

attempting to find something that was unknown previously. Finally, after five minutes, they are asked to move to the corner where the third sign comes closest to describing their lifestyle as represented by an architectural style.

- ◆ After everyone has rotated through each of the three categories, the facilitator instructs participants to take their seats and asks the first person to introduce someone he or she met in one of the category groups and to tell something that was learned about that individual. The person who was introduced then introduces someone else. This sequence continues until all participants have been introduced.

LESSON PLAN I-2: INTRODUCTION TO THE TRAINING & DEFINITION OF PROTOCOL

TIME REQUIRED:
30 Minutes

OBJECTIVES:

- ◆ To inform participants about the background of the training program.
- ◆ To create a common understanding of the term *protocol* as used in this program.

PREPARATION:

- ◆ Review *Chapter I: Looking Back -- Moving Forward* in the *Guidebook*.
- ◆ Review *Chapter II: Examining Critical Concepts -- Sexual Assault and Protocol* in the *Guidebook*.
- ◆ Reproduce overhead projection transparencies.

ACTIVITIES:

- ◆ Discuss the background of the program using *Chapter I* as a guide.
- ◆ Use overhead projector and transparencies to develop the concept of *protocol*.

PROTOCOL DEFINITION

"THE PRODUCT OF NEGOTIATIONS IN WHICH AGREEMENTS ARE MADE AND DOCUMENTED TO CREATE GUIDELINES, AND ASSIGN ROLES AND RESPONSIBILITIES FOR COMMUNITY SEXUAL ASSAULT INTERAGENCY COUNCIL (SAIC) PARTICIPANTS IN RESPONDING TO VICTIMS OF SEXUAL ASSAULT."

ELEMENTS OF PROTOCOL

THERE ARE SIX ELEMENTS CRITICAL
TO THE DEVELOPMENT OF
PROTOCOL:

1. PRODUCT
2. NEGOTIATION
3. AGREEMENT
4. DOCUMENTATION
5. GUIDELINES
6. ROLES

1. PRODUCT

- ◆ PRODUCT IMPLIES THAT EFFORT IS INVESTED IN ITS CREATION.
- ◆ THERE ARE NO "OFF THE SHELF" PROTOCOL FOR UNIVERSAL APPLICATION.
- ◆ REVIEWING EXISTING PROTOCOL MAY BE A GOOD STARTING POINT FOR SAICs TO HELP PRIORITIZE PROTOCOL DEVELOPMENT AREAS.

2. NEGOTIATION & 3. AGREEMENT

- ◆ SOME RESPONSIBILITIES FOR ADDRESSING SEXUAL ASSAULT ARE INDISPUTABLE.

- ◆ NEGOTIATIONS WILL BE REQUIRED IN THOSE AREAS WHERE NEW RELATIONSHIPS ARE BEING ESTABLISHED.

- ◆ PROTOCOL IS DEVELOPED BASED UPON COMMUNITY NEEDS.

- ◆ CONSENSUS ABOUT THE COMMUNITY'S NEEDS FACILITATES NEGOTIATIONS AND EXPEDITES AGREEMENTS.

4. DOCUMENTATION

- ◆ PROTOCOL SHOULD UTILIZE TERMINOLOGY THAT IS UNDERSTOOD BY ALL PARTICIPATING AGENCIES.

- ◆ SINCE EACH DISCIPLINE HAS ITS OWN "LANGUAGE," THE PROTOCOL SHOULD RECOGNIZE AND OVERCOME THESE LANGUAGE DIFFERENCES THROUGH OPERATIONAL DEFINITIONS.

- ◆ WHEN A TERM WITH MULTIPLE MEANINGS IS USED IN PROTOCOL, IT SHOULD BE DEFINED SO ALL PARTICIPANTS UNDERSTAND ITS USE IN THAT CONTEXT.

5. GUIDELINES

- ◆ PROTOCOL SHOULD ESTABLISH GUIDELINES FOR EACH PARTICIPATING AGENCIES' RESPONSE TO SEXUAL ASSAULT AND ITS VICTIMS.
- ◆ EACH GUIDELINE SHOULD HAVE A STATED OBJECTIVE SO THAT THE INTENT IS UNDERSTOOD.

5. GUIDELINES CON'T.

♦ GUIDELINES ESTABLISH PARAMETERS FOR EACH ACTIVITY INCLUDING:

A. WHICH AGENCIES ARE RESPONSIBLE;

B. WHAT THEY ARE RESPONSIBLE FOR;

C. WHEN THEY ARE RESPONSIBLE; AND

D. HOW EACH ACTIVITY IS TO BE CARRIED OUT.

6. ROLES

- ◆ THE TRADITIONAL ROLES OF SAIC MEMBER AGENCIES ARE SELF-EXPLANATORY.
- ◆ THE PROTOCOL MUST ALSO IDENTIFY AND DEFINE INTER-DISCIPLINARY DEPENDENCIES.

LESSON PLAN I-3: THE PROTOCOL DEVELOPMENT CYCLE: AN EIGHT- STEP PROCESS

TIME REQUIRED:
45 Minutes

OBJECTIVE:

- ◆ To acquaint SAIC members with the "Big Picture" and place each of the EIGHT components in the proper context.

PREPARATION:

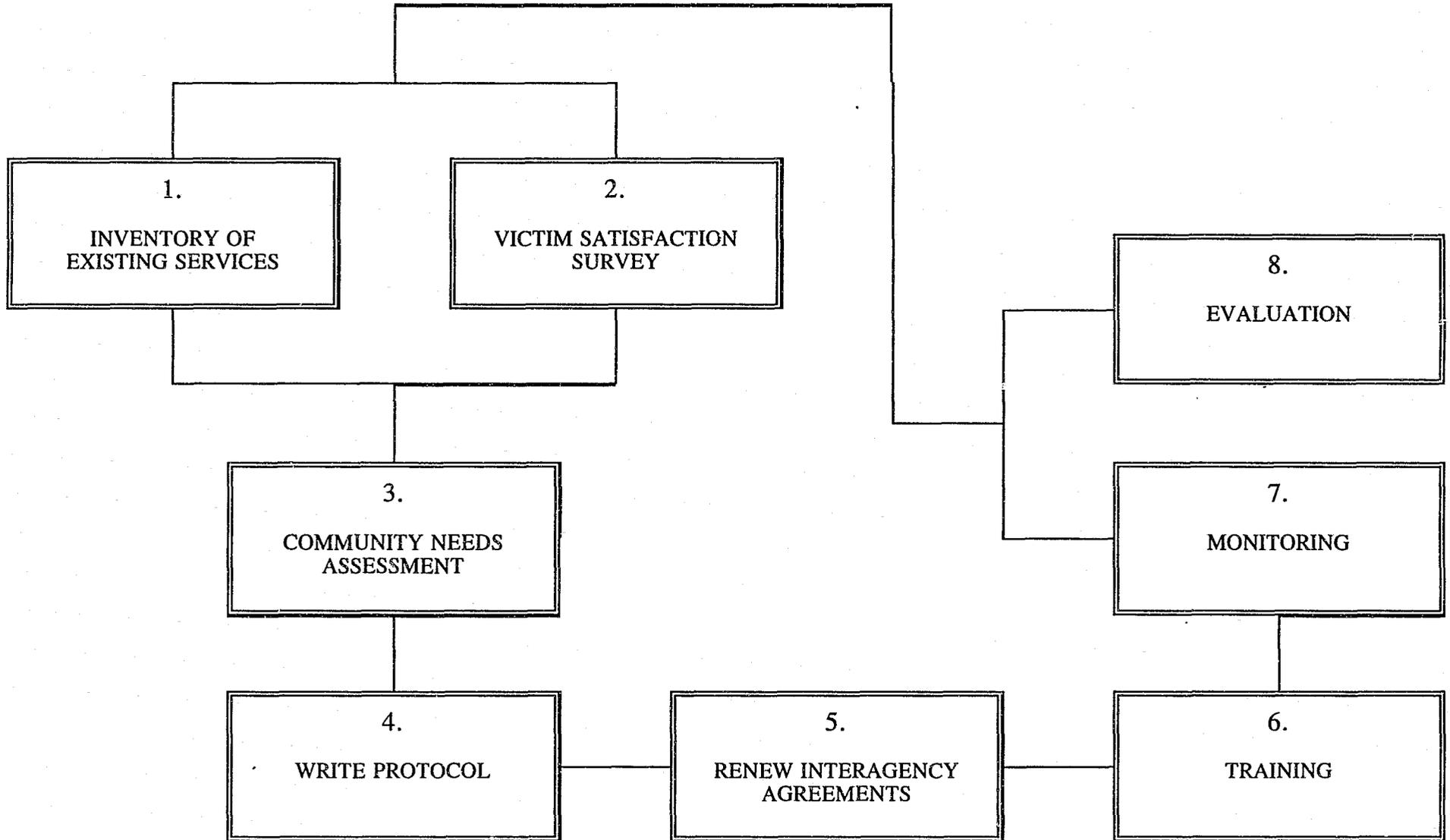
- ◆ Review *Chapter IV: Interagency Council Protocol Development*.
- ◆ Reproduce overhead projection transparencies.

ACTIVITIES:

- ◆ Overhead slide presentation of the eight steps in the development and implementation of protocol.
- ◆ Point out that each step in the cycle has a purpose, process and product which are indicated on each of the overhead projection transparencies.

PROTOCOL DEVELOPMENT CYCLE

FEEDBACK



STEP 1: INVENTORY OF EXISTING SERVICES

PURPOSE	PROCESS	PRODUCT
CREATE UNDER- STANDING OF RESOURCES NOW BEING USED TO ASSIST SEXUAL ASSAULT VICTIMS	<ul style="list-style-type: none">◆ DEVELOP MASTER LIST OF REFERRAL AGENCIES AND ORGANIZATIONS◆ CONDUCT SURVEY◆ DEVELOP CATALOG OF SERVICES	DIRECTORY OF AGENCIES AND ORGANIZATIONS PROVIDING SERVICES TO SEXUAL ASSAULT VICTIMS

STEP 2: VICTIM SATISFACTION SURVEY (VSS)

PURPOSE	PROCESS	PRODUCT
<p>OBTAIN FEEDBACK FROM SEXUAL ASSAULT VICTIMS ABOUT HOW WELL THEIR NEEDS WERE MET BY AGENCIES AND ORGANIZATIONS</p>	<ul style="list-style-type: none"> ◆ OBTAIN PERMISSION FROM SEXUAL ASSAULT VICTIMS TO SEND SURVEY ◆ SEND COVER LETTER AND SURVEY ◆ TALLY RESULTS 	<p>REPORT OF SEXUAL ASSAULT VICTIMS' FEELINGS ABOUT THEIR TREATMENT BY AGENCIES AND ORGANIZATIONS WITH WHICH THEY CAME INTO CONTACT</p>

STEP 3: COMMUNITY NEEDS ASSESSMENT

PURPOSE	PROCESS	PRODUCT
<p>EXAMINE HOW WELL THE EXISTING SYSTEM MEETS THE NEEDS OF SEXUAL ASSAULT VICTIMS AND IDENTIFY ANY UNMET NEEDS</p>	<ul style="list-style-type: none"> ◆ MERGE INFORMATION FROM INVENTORY OF EXISTING SERVICES AND VSS ◆ SEEK ADDITIONAL INPUT FROM PUBLIC ◆ ANALYZE DATA FOR GAPS IN SERVICES ◆ IDENTIFY NEEDS 	<p>REPORT TO THE COMMUNITY IDENTIFYING THE STRENGTHS AND WEAKNESSES IN THE WAY SEXUAL ASSAULT VICTIMS ARE TREATED AND THE IMPROVEMENTS TO BE MADE BY THE SAIC</p>

STEP 4: WRITE PROTOCOL

PURPOSE	PROCESS	PRODUCT
<p>DEVELOP WRITTEN OPERATIONAL GUIDELINES FOR ALL AGENCIES WORKING WITH SEXUAL ASSAULT VICTIMS DESCRIBING HOW THE AGENCIES WILL WORK WITH EACH OTHER AND SEXUAL ASSAULT VICTIMS</p>	<ul style="list-style-type: none">◆ SAIC REACHES CONSENSUS ON HOW SYSTEM SHOULD OPERATE◆ ASSIGN COMMITTEE RESPONSIBILITIES FOR WRITING PROTOCOL◆ SAIC REVIEWS AND APPROVES DRAFTS	<p>SAIC MULTI-DISCIPLINARY MULTI-AGENCY VICTIM-CENTERED PROTOCOL</p>

STEP 5: RENEW INTERAGENCY AGREEMENT

PURPOSE	PROCESS	PRODUCT
<p>OBTAIN FORMAL ACCEPTANCE BY SAIC MEMBERS OF PROTOCOL AND EXPAND THE SAIC, IF NECESSARY</p>	<ul style="list-style-type: none"> ◆ SAIC MEMBERS REVIEW AND ADOPT PROTOCOL ◆ INTERAGENCY AGREEMENT IS REVIEWED AND AMENDED ◆ SAIC ISSUES INVITATIONS FOR NEW MEMBERS 	<p>RENEW INTERAGENCY AGREEMENT TO IMPLEMENT PROTOCOL</p>

STEP 6: TRAINING

PURPOSE	PROCESS	PRODUCT
<p>DEVELOP PROTOCOL- BASED TRAINING PROGRAM FOR ALL PERSONNEL AFFECTED BY THE SAIC PROTOCOL</p>	<ul style="list-style-type: none">◆ ESTABLISH SAIC TRAINING COMMITTEE◆ CONDUCT TRAINING NEEDS ANALYSIS◆ DEVELOP TRAINING CURRICULUM◆ SET UP TRAINING SCHEDULE	<p>QUALITY TRAINING PROGRAM THAT ENSURES THAT ALL PERSONNEL UNDERSTAND AND ARE ABLE TO PERFORM THE DUTIES REQUIRED BY THE PROTOCOL</p>

STEP 7: MONITORING

PURPOSE	PROCESS	PRODUCT
<p>DETERMINE THE EXTENT TO WHICH THE PROTOCOL ARE BEING IMPLEMENTED AND TO IDENTIFY ANY PROBLEM AREAS IN THE PROTOCOL</p>	<ul style="list-style-type: none">◆ ESTABLISH SAIC MONITORING COMMITTEE◆ CONDUCT SITE VISITS TO OBSERVE APPLICATION OF PROTOCOL◆ REPORT TO THE AGENCIES AND TO THE SAIC	<p>REPORTS OF THE DEGREE TO WHICH THE PROTOCOL ARE BEING USED AND WHAT PROBLEMS, IF ANY, AGENCIES ARE HAVING WITH THE PROTOCOL</p>

STEP 8: EVALUATION

PURPOSE	PROCESS	PRODUCT
<p>DETERMINE THE IMPACT OF THE PROTOCOL ON HOW SEXUAL ASSAULT VICTIMS ARE TREATED AND THE IMPACT OF PROTOCOL ON SYSTEM PERFORMANCE</p>	<ul style="list-style-type: none">◆ ESTABLISH SAIC EVALUATION COMMITTEE◆ DESIGN AND IMPLEMENT EVALUATION◆ REPORT TO THE SAIC	<p>REPORT THAT EXAMINES THE IMPACT OF SAIC PROTOCOL ON SEXUAL ASSAULT VICTIMS AND THE PERFORMANCE OF CRIMINAL JUSTICE SYSTEM AGENCIES</p>

LESSON PLAN I-4: THE SEXUAL ASSAULT INTERAGENCY COUNCIL: DEVELOPING THE TEAM

TIME REQUIRED:

1 Hour

OBJECTIVES:

- ◆ To demonstrate the importance of sharing information when participating in a group.
- ◆ To develop communication and problem-solving skills through group activity.

PREPARATION:

- ◆ Reproduce enough copies of the *Executive Director Exercise* so that each group member will have his or her own copy of one of the four versions.

ACTIVITIES:

- ◆ Divide the trainees into several small groups and distribute the copies of the exercise making sure that each group has all four versions represented.
- ◆ Direct the participants to read and follow the instructions.
- ◆ Provide 45 minutes to allow each group to accomplish its task.
- ◆ Discuss the processes used by each group to arrive at their Executive Director selection.
- ◆ Process in a large group by asking which group was the quickest to realize that the information each member of the group had was different. How did they come to that realization?

Executive Director Problem Briefing Sheet

Instructions:

1. You are a member of a group of consultants that has been called together to select a new Executive Director for the Office of Victim Services for Vista Valley County. You were selected by a committee representing the County Commissioners, who oversee the Office of Victim Services. Upon their approval, your group's selection will become the new Executive Director.
2. The Commissioners have interviewed you and provided you with their requirements (see data sheet) for the Executive Director's position.
3. This is the first meeting of your group.
4. Your task is to choose one candidate and eliminate the other six for a specific reason. **Reasons for disqualification must be recorded by the group.**
5. Assume that there is only one correct choice.
6. Assume that all data are correct and complete.
7. You have approximately 45 minutes to choose the candidate.
8. Assume that today's date is March 21, 1994.
9. There must be substantial agreement in your group that the problem has been solved.
10. You must solve the problem as a group.
11. You may organize your work in any way you wish.
12. You are free to use any material resources in the room.

* EXECUTIVE DIRECTOR DATA SHEET *

The date is March 21, 1994. Your group is a committee of prominent Victim Services consultants. You have come together from throughout the U.S. to select an Executive Director for the Office of Victim Services for Vista Valley County. You were selected by the County Commissioners (who oversee and fund the Office of Victim Services) and your group's selection, upon their approval, will become the new Executive Director.

Vista Valley is a county of 250,000 people with a heavy concentration of Hispanics and French. The County has a past history of mismanagement of the Office of Victim Services. In an effort to improve the performance of the Office, the County Commissioners have decided to hire the best qualified professional they can find. The role of Executive Director is critical to the well-being of crime victims in the county. The Office of Victim Services is responsible for all victim support services, administration of victims' compensation funds, provision of rape crisis services, and contracts for county funded victim counseling. The new Director must supervise a 75-person department (including volunteers) that is very vocal and demanding the appointment of an experienced and competent professional. There is a need to balance budgetary responsibility with the needs of crime victims in the county.

The selected candidate must meet minimum requirements as set forth by the County Commissioners. The candidate must possess at least a Bachelor's degree and preferably a higher degree from an accredited institution. In addition, the candidate must be of unquestioned personal integrity and have the experience, competence and skill to establish a first rate Office of Victim Services. The Commissioners require a minimum of forty years of age and experience at the level of Assistant Director or higher. The individual selected must possess the ability to maintain poise despite adverse conditions.

Educational requirements demand that the Executive Director possess a degree that will qualify for general membership in the American Professional Society on Victim Services (APSVS). Successful completion of courses in Victimology and Institutions, Theory and Philosophy are necessary for membership in the APSVS. There are a number of schools meeting the course requirements for membership in this Society. Some states do not meet the course requirements for membership in the Society, among them are all schools in CT, CO, AL and GA.

The varied population of Vista Valley County demands that the Executive Director be flexible and capable of handling difficult situations. The new Director must be mature and a native born citizen of the United States.

EXECUTIVE DIRECTOR LIST OF CANDIDATES

Name: S. Iannone
Date of birth: February 12, 1955
Birthplace: New York, New York
Education: M.A., Psychology, 1993
Bryn Mawr College, PA

Languages: Spanish, French, Italian

Leadership and experience: 20 years, Director Clinical Services Philadelphia Victim Services

Victim services assignments: Victim-witness Assistant, Supervisor

Name: C. Jones
Date of birth: June 12, 1952
Birthplace: Juarez, Mexico (British parents)
Education: M.S.W., 1988
Mexico City University, Mexico

Languages: Portuguese, Spanish, French

Leadership and experience: 20 years, Juarez Victim Services, Assistant Director

Victim services assignments: Victim-witness Assistant, Volunteer Training

Name: A. Leonard
Date of birth: January 17, 1949
Birthplace: Pine Bluff, Arkansas
Education: M.A., Counseling, 1988
University of Little Rock, AR

Languages: Portuguese, Spanish, German

Leadership and experience: 22 years, Knoxville, TN Victim Service Bureau Assistant Director

Victim services assignments: Rape Crisis Counselor, Supervisor, Administration

Name: A. Weston
Date of birth: February 4, 1948
Birthplace: Denver, Colorado
Education: B.S., Sociology, 1987
University of New Mexico

Languages: French, Spanish, German

Leadership and experience: 20 years, Phoenix, AZ , Victim Advocacy Services, Assistant Director

Victim services assignments: Victim-witness Advocate, Administration, Supervisor

LIST OF CANDIDATES con't.

Name: W. Kinney
Date of birth: March 27, 1950
Birthplace: Portland, Oregon
Education: B.A., Social Work, 1988
University of Washington

Languages: Portuguese, Spanish, French

Leadership and experience: 20 years, Harborview Sexual Assault Center, Supervisor

Victim services assignments: Counselor, Department Head, Administration

Name: W. Wilson
Date of birth: October 12, 1946
Birthplace: Chicago, Illinois
Education: Ph.D., Social Work, 1988
State University of New York

Languages: French, German, Italian, Portuguese

Leadership and experience: 20 years, Cook County Victim Assistance Unit, Deputy Director

Victim services assignments: Administration, Supervision, Volunteer Training

Name: J. Kelly
Date of birth: March 17, 1951
Birthplace: Tyler, Texas
Education: B.S., Sociology, 1989
Texas Institute of Social Science

Languages: French, Italian, Spanish

Leadership and experience: 20 years, Harris County Victim Services--Houston, TX, Assistant Director

Victim services assignments: Victim Advocate, Administration, Volunteer Training

EXECUTIVE DIRECTOR PROBLEM BRIEFING SHEET

Instructions:

1. You are a member of a group of consultants that has been called together to select a new Executive Director for the Office of Victim Services for Vista Valley County. You were selected by a committee representing the County Commissioners who oversee the Office of Victim Services. Upon their approval, your group's selection will become the new Executive Director.
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5. Assume that there is only one correct choice.
6. Assume that all data are correct and complete.
7. You have approximately 45 minutes to choose the candidate.
8. Assume that today's date is March 21, 1994.
9. There must be substantial agreement in your group that the problem has been solved.
10. You must solve the problem as a group.
11. You may organize your work in any way you wish.
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The selected candidate must meet minimum requirements as set forth by the County Commissioners. The candidate must possess at least a Bachelor's degree from an accredited institution. In addition, the candidate must have unquestioned personal integrity and the experience, competence and skill to establish a first rate Office of Victim Services. The Commissioners require a minimum of twenty years of experience, including supervisory experience in a victim service agency. The individual selected must possess the ability to maintain poise despite adverse conditions.

Educational requirements demand that the Executive Director possess a degree that will qualify for membership in the American Professional Society for Victim Services (APSVS). Successful completion of courses in Victimology and Institutions, Theory and Philosophy are necessary for membership in APSVS. There are a number of schools meeting the course requirements for membership in the Society; the smallest school offering the courses is Texas Institute of Social Science. Some states do not meet the course requirements for membership in the Society, among them are all schools in CT, CO, AL and GA.

The varied population of Vista Valley County demands that the Executive Director be flexible and capable of handling difficult situations. The new Director must be mature and a citizen of the United States.

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Birthplace: Denver, Colorado
Education: B.S., Sociology, 1987
University of New Mexico

Languages: French, Spanish, German

Leadership and experience: 20 years, Phoenix, AZ , Victim Advocacy Services, Assistant Director

Victim services assignments: Victim-witness Advocate, Administration, Supervisor

LIST OF CANDIDATES con't.

Name: W. Kinney
Date of birth: March 27, 1950
Birthplace: Portland, Oregon
Education: B.A., Social Work, 1988
University of Washington

Languages: Portuguese, Spanish, French

Leadership and experience: 20 years, Harborview Sexual Assault Center, Supervisor

Victim services assignments: Counselor, Department Head, Administration

Name: W. Wilson
Date of birth: October 12, 1946
Birthplace: Chicago, Illinois
Education: Ph.D., Social Work, 1988
State University of New York

Languages: French, German, Italian, Portuguese

Leadership and experience: 20 years, Cook County Victim Assistance Unit, Deputy Director

Victim services assignments: Administration, Supervision, Volunteer Training

Name: J. Kelly
Date of birth: March 17, 1951
Birthplace: Tyler, Texas
Education: B.S., Sociology, 1989
Texas Institute of Social Science

Languages: French, Italian, Spanish

Leadership and experience: 20 years, Harris County Victim Services--Houston, TX, Assistant Director

Victim services assignments: Victim Advocate, Administration, Volunteer Training

EXECUTIVE DIRECTOR PROBLEM BRIEFING SHEET

Instructions:

1. You are a member of a group of consultants that has been called together to select a new Executive Director for the Office of Victim Services for Vista Valley County. You were selected by a committee representing the County Commissioners who oversee the Office of Victim Services. Upon their approval, your group's selection will become the new Executive Director.
2. The Commissioners have interviewed you and provided you with their requirements (see data sheet) for the Executive Director's position.
3. This is the first meeting of your group.
4. Your task is to choose one candidate and eliminate the other six for a specific reason. **Reasons for disqualification must be recorded by the group.**
5. Assume that there is only one correct choice.
6. Assume that all data are correct and complete.
7. You have approximately 45 minutes to choose the candidate.
8. Assume that today's date is March 21, 1994.
9. There must be substantial agreement in your group that the problem has been solved.
10. You must solve the problem as a group.
11. You may organize your work in any way you wish.
12. You are free to use any material resources in the room.

****** EXECUTIVE DIRECTOR DATA SHEET ******

The date is March 21, 1994. Your group is a committee of prominent Victim Services consultants. You have come together from throughout the U.S. to select an Executive Director for the Office of Victim Services for Vista Valley County. You were selected by the County Commissioners (who oversee and fund the Office of Victim Services) and your group's selection, upon their approval, will become the new Executive Director.

Vista Valley is a county of 250,000 people with a heavy concentration of Hispanics and French. The County has a past history of mismanagement of the Office of Victim Services. In an effort to improve the performance of the Office, the County Commissioners have decided to hire the best qualified professional they can find. The role of Executive Director is critical to the well-being of crime victims in the county. The Office of Victim Services is responsible for all victim support services, administration of victims' compensation funds, provision of rape crisis services, and contracts for county funded victim counseling. The new Director must supervise a 75-person department (including volunteers) that is very vocal and demanding the appointment of an experienced and competent professional. There is a need to balance budgetary responsibility with the needs of crime victims in the county.

The selected candidate must meet minimum requirements as set forth by the County Commissioners. The candidate must possess at least a Bachelor's degree and preferably a higher degree from an accredited institution. In addition, the candidate must be of unquestioned personal integrity and have the experience, competence and skill to establish a first rate Office of Victim Services. The Commissioners require a minimum of supervisory experience in a victim service agency. The individual selected must possess the ability to speak Spanish and to maintain poise despite adverse conditions.

Educational requirements demand that the Executive Director possess a degree that will qualify for general membership in the American Professional Society on Victim Services (APSVS). Successful completion of courses in Victimology and Institutions, Theory and Philosophy are necessary for membership in the APSVS. There are a number of schools meeting the course requirements for membership in this Society; the most recently founded is Bryn Mawr College, established in 1964. Some states do not meet the course requirements for membership in the Society, among them are all schools in CT, CO, AR and GA.

The varied population of Vista Valley County demands that the Executive Director be flexible and capable of handling difficult situations. The new Director must be a mature female and a citizen of the United States.

EXECUTIVE DIRECTOR LIST OF CANDIDATES

Name: S. Iannone
Date of birth: February 12, 1955
Birthplace: New York, New York
Education: M.A., Psychology, 1993
Bryn Mawr College, PA

Languages: Spanish, French, Italian

Leadership and experience: 20 years, Director Clinical Services Philadelphia Victim Services

Victim services assignments: Victim-witness Assistant, Supervisor

Name: C. Jones
Date of birth: June 12, 1952
Birthplace: Juarez, Mexico (British parents)
Education: M.S.W., 1988
Mexico City University, Mexico

Languages: Portuguese, Spanish, French

Leadership and experience: 20 years, Juarez Victim Services, Assistant Director

Victim services assignments: Victim-witness Assistant, Volunteer Training

Name: A. Leonard
Date of birth: January 17, 1949
Birthplace: Pine Bluff, Arkansas
Education: M.A., Counseling, 1988
University of Little Rock, AR

Languages: Portuguese, Spanish, German

Leadership and experience: 22 years, Knoxville, TN Victim Service Bureau Assistant Director

Victim services assignments: Rape Crisis Counselor, Supervisor, Administration

Name: A. Weston
Date of birth: February 4, 1948
Birthplace: Denver, Colorado
Education: B.S., Sociology, 1987
University of New Mexico

Languages: French, Spanish, German

Leadership and experience: 20 years, Phoenix, AZ , Victim Advocacy Services, Assistant Director

Victim services assignments: Victim-witness Advocate, Administration, Supervisor

LIST OF CANDIDATES con't.

Name: W. Kinney
Date of birth: March 27, 1950
Birthplace: Portland, Oregon
Education: B.A., Social Work, 1988
University of Washington

Languages: Portuguese, Spanish, French

Leadership and experience: 20 years, Harborview Sexual Assault Center, Supervisor

Victim services assignments: Counselor, Department Head, Administration

Name: W. Wilson
Date of birth: October 12, 1946
Birthplace: Chicago, Illinois
Education: Ph.D., Social Work, 1988
State University of New York

Languages: French, German, Italian, Portuguese

Leadership and experience: 20 years, Cook County Victim Assistance Unit, Deputy Director

Victim services assignments: Administration, Supervision, Volunteer Training

Name: J. Kelly
Date of birth: March 17, 1951
Birthplace: Tyler, Texas
Education: B.S., Sociology, 1989
Texas Institute of Social Science

Languages: French, Italian, Spanish

Leadership and experience: 20 years, Harris County Victim Services--Houston, TX, Assistant Director

Victim services assignments: Victim Advocate, Administration, Volunteer Training

LESSON PLAN I-5:

KEY LANGUAGE TERMS & DEFINING THE SAIC

TIME REQUIRED:
45 Minutes

OBJECTIVES:

- ◆ To develop sensitivity to the power of language as it affects victims of sexual assault and members of the SAIC.
- ◆ To establish the SAIC as the agencies and organizations represented with the participants in the training as their representatives.

PREPARATION:

- ◆ Have flip chart in front of room with magic marker.

ACTIVITIES:

- ◆ Review of *victim-centered* from the *Guidebook*.
- ◆ Discuss how words affect: Examples: "*Alleged*" *victim* or *victim services* "*professional*"
- ◆ Use flip chart and ask participants to list other words that may have power in either positive or negative ways and what is the source of their power.
- ◆ Write *Sexual Assault Interagency Council* on a blank sheet of flip chart paper. Ask the participants what the term means. Stress that since one of the purposes of the SAIC is to develop protocol for its members, then the SAIC is by definition the organizations committed to developing and implementing the protocol. The CEOs of the organizations have delegated to their staff the responsibility to represent their respective agencies and organizations.
- ◆ ORGANIZATIONS are SAIC members. INDIVIDUALS (for example, a sexual assault victim, or a concerned citizen) serve in an advisory capacity -- either formally or informally.

LESSON PLAN I-6: COMPETITIVE CONFLICT VS. COOPERATIVE CONFLICT: METHODS FOR RESOLUTION

TIME REQUIRED:

1 Hour

OBJECTIVES:

- ◆ To develop ways to resolve disagreements among SAIC members as they strive to prepare interagency protocol.
- ◆ To help SAIC representatives appreciate conflict as a potentially beneficial phenomenon.

PREPARATION:

- ◆ Reproduce the overhead projection transparencies.

ACTIVITIES:

- ◆ Discuss conflict resolution techniques using overhead projection transparencies.
- ◆ Group exercise using conflict resolution techniques. Use one of the example scenarios on pages 74-75 and select participants to play the roles of the characters within the criminal justice system, *i.e.*, police officer, prosecutor, victim advocate and emergency medical personnel. You should select players that appear to be diametrically opposed to the role that they will play. The exercise has been successful when players are selected who have expressed conflict with individuals in the discipline that they are selected to portray.
- ◆ About halfway through the role playing, the facilitator should have all of the players revert to playing their own professional role. Then discuss.
- ◆ How did it feel to play the role of the other person? Did the conflict seem real?

DICTIONARY DEFINITION

CONFLICT

"A SHARP DISAGREEMENT OR OPPOSITION IN INTERESTS, IDEAS, ETC."

"TO BE ANTAGONISTIC, INCOMPATIBLE, OR CONTRARY."

"INVOLVES INCOMPATIBLE BEHAVIORS; ONE PERSON INTERFERING, DISRUPTING, OR IN SOME OTHER WAY MAKING ANOTHER'S ACTIONS LESS EFFECTIVE."

THE ASSUMPTION THAT CONFLICT IS BASED ON OPPOSING INTERESTS LEADS TO A STRUGGLE TO SEE WHOSE STRENGTH AND INTERESTS WILL DOMINATE. THIS IS "COMPETITIVE CONFLICT."

SOURCES OF CONFLICT

**THERE ARE THREE PRIMARY
SOURCES OF CONFLICT:**

- 1. ORGANIZATION STRUCTURE**
- 2. COMMUNICATIONS DISTORTION**
- 3. INTERPERSONAL FACTORS**

DEGREES OF CONFLICT

WITHIN EACH SOURCE THERE ARE DIFFERENT DEGREES OF CONFLICT:

- ◆ **CONFLICT OF INTEREST**
- ◆ **COMMUNICATION BARRIERS**
- ◆ **DEPENDENCY**
- ◆ **DEGREE OF ASSOCIATION**
- ◆ **NEED FOR CONSENSUS**

APPROACHES TO RESOLUTION

- 1. DENIAL OR WITHDRAWAL**
- 2. SUPPRESSION OR SMOOTHING OVER**
- 3. FORCING OR POWER**
- 4. COMPROMISE OR NEGOTIATION**
- 5. CONFRONTATION OR INTEGRATION**

RESOLUTION METHODS

ANOTHER THEORY FOR RESOLVING CONFLICTS INVOLVES THREE TYPES OF METHODS:

- 1. WIN-LOSE METHODS**
- 2. LOSE-LOSE METHODS**
- 3. WIN-WIN METHODS**

COMPETITIVE VS. COOPERATIVE CONFLICT

COMPETITIVE CONFLICT

ASSUMES THAT THERE IS A BELIEF THAT CONFLICT IS INEVITABLY COMPETITIVE. PARTIES SEE "STRONG" MEMBERS AS DETERMINED TO WIN, AND "WEAK" MEMBERS AS TOO PASSIVE. ALTHOUGH MANY ARE WILLING TO DEAL DIRECTLY WITH PROBLEMS AND DIFFERENCES, THEY ASSUME OTHERS ARE COMMITTED TO WINNING OR AVOIDING. THESE ASSUMPTIONS MAKE PRODUCTIVE CONFLICT DIFFICULT AND VERY IMPROBABLE.

COOPERATIVE CONFLICT

SUGGESTS THE KIND OF RELATIONSHIP THAT PARTNERS IN CONFLICT WANT TO ESTABLISH TO PURSUE ACTION. WHEN GOALS ARE COOPERATIVE, PEOPLE ARE COMMITTED TO PROMOTING AND HELPING EACH OTHER BE EFFECTIVE. THEY ARE OPEN TO OTHER'S IDEAS, AND TRY TO COMBINE A MUTUALLY BENEFICIAL SOLUTION.

CONFLICT'S BENEFITS

- ◆ **PROBLEM AWARENESS**
- ◆ **PRODUCTIVITY**
- ◆ **ORGANIZATIONAL CHANGE**
- ◆ **KNOWLEDGE AND CREATIVITY**
- ◆ **AWARENESS**
- ◆ **PSYCHOLOGICAL MATURITY**
- ◆ **MORALE**
- ◆ **CHALLENGE AND FUN**

PROCESS OF RESOLUTION

- ◆ **CONDUCT A PROBLEM ANALYSIS TO DETERMINE BASIC ISSUES.**
- ◆ **STATE THE PROBLEM AS A GOAL OR AS AN OBSTACLE, RATHER THAN AS A SOLUTION.**
- ◆ **IDENTIFY THE OBSTACLES TO ATTAINING THE GOAL.**
- ◆ **DEPERSONALIZE THE PROBLEM.**
- ◆ **SEPARATE DEFINING THE PROBLEM FROM SEARCHING FOR SOLUTIONS.**

Case Review Information

During a police interview with the complainant, the following information was revealed:

On Friday evening, Todd and Jeremy met at a gay bar during happy hour. After a few hours of conversation, Todd went with Jeremy to Jeremy's apartment.

They were obviously interested in each other. Shortly after they arrived, they started kissing and Jeremy told Todd he would like to have sex with him. Todd agreed but said that in this day and age, he would only engage in safe sex and asked Jeremy to use a condom.

As they became more intimate, Jeremy's advances were more forceful. Jeremy pinned Todd face down on the bed. Todd repeated several times, "Wear a condom, Jeremy. Where's the condom?" At one point, Todd heard Jeremy say, "Don't worry, man."

Todd felt Jeremy begin to penetrate him. Todd screamed, "No! Stop! No!"

A neighbor heard a commotion and called the police. The police were dispatched. When they arrived at Jeremy's apartment, Todd looked visibly upset but refused to talk to them. Jeremy told the police it was "just a lover's quarrel." The police left.

An hour later, Todd showed up at the emergency room with severe rectal pain and bleeding. He told the nurse that he had been raped.

The police were again dispatched and took a report from Todd.

Case Review Information

Case Scenario (based on an actual case):

On March 23rd, John Doe approached a co-worker (Jack Smith) at an aviation plant. Obviously angry, John accused Jack of "having no balls" and proceeded to taunt him in front of other co-workers using vulgar language. At one point, John reached down and grabbed Jack's genitals, while repeating his earlier comment. Although there were witnesses to the verbal attack on Jack, no one on the scene witnessed the physical assault. Jack reported the assault to the union at the aviation plant and the police, who began a formal investigation.

Background:

- ◆ John is in his mid-forties. He has been working at the aviation plant for eight years and is a union employee. John has an excellent work record, however, he has a reputation of being aggressive and combative with co-workers. Two other employees have lodged formal complaints against him for verbal attacks. One complaint was three years prior, and one complaint was two months prior. John also has a police record from ten years prior for a "simple assault" and served six months for that conviction.
- ◆ Jack is a man in his mid-twenties. He has been working at the plant for 18 months and is a union employee. His initial personnel review indicated some areas for improvement. Overall, however, his work is satisfactory. He tends to be reserved around co-workers and keeps mostly to himself. Since the incident two months ago, Jack has requested 10 days of leave from his job. He is not sleeping at night, has lost 10 pounds, and is seeing a counselor. He has relayed his "humiliation" over the sexual nature of his attack.
- ◆ The police have completed their preliminary investigation and forwarded the findings to the prosecutor's office. The police do not recommend prosecution based on "lack of evidence." They feel that since there was no eye-witness to the physical assault, there is not enough evidence to take the case forward.
- ◆ The union at the aviation plant also looked into the matter. They feel that John is a valuable employee with an excellent work record. They have questioned whether or not Jack is "over reacting" to the incident.
- ◆ The prosecutor's office feels strongly that the case should be processed, however, they are not sure what to charge in the case. Although, they recognize that the assault was "sexual" in nature, they are debating whether or not they have enough evidence to charge John on a sexual assault or simple assault. Another issue in the prosecutor's office is the rise in sexual assaults against men. In the previous year, they prosecuted four cases of sexual assault in which the victim was male. Prior to those cases, they had only prosecuted one such case in ten years. The office is committed to improving its response to sexual assault including addressing the issues related to male victims.

LESSON PLAN I-7:
WHY AM I HIDING?
A VIDEO AND DISCUSSION ABOUT SEXUAL ASSAULT

TIME REQUIRED:
1 Hour

OBJECTIVES:

- ◆ To focus the attention of SAIC representatives on the realities of the victims' experience as a motivation to improve their responses to victims' needs.
- ◆ To broaden the perception of "sexual assault" to more than being synonymous with "forcible rape."

PREPARATION:

- ◆ Reproduce the overhead projection transparencies.
- ◆ Arrange for VCR and monitor(s) sufficient for all participants to view the screen comfortably.
- ◆ Obtain the video from VISN (Women's Television Project, from the Violence Against Women and Children series; The National Film Board of Canada) or from your local rape crisis center, if they have training videos available.
- ◆ It would be helpful to prepare and duplicate a handout with a summary of state laws and legal definitions of sexual assault.

ACTIVITIES:

- ◆ Broaden the definition of *sexual assault* by exploring a *victim-centered* definition using overhead projection transparencies.
- ◆ Introduce and show the video.

- ◆ After viewing the video, discuss its portrayal of sexual assault victims; their experiences with the criminal justice system; and what improvements the trainees would suggest.
- ◆ What other victim populations should the SAIC consider in its protocol? Examples might include: male sexual assault victims, marital rape victims, victims on college campuses.
- ◆ Have the group brainstorm a one or two sentence definition that can be the basis of the definition used by the SAIC.

SEXUAL ASSAULT

- ◆ ENCOMPASSES A WIDE VARIETY OF SEX OFFENSES.
- ◆ CONCEPTUALIZATION OF SEXUAL ASSAULT GOES BEYOND STATUTORY DEFINITIONS.
- ◆ KEY IS TO CREATE A DEFINITION WHICH ACKNOWLEDGES BOTH THE NEEDS OF VICTIMS AND THE LEGAL REQUIREMENTS OF THE JURISDICTION.

DEFINITIONS

- ◆ **TRADITIONAL DEFINITIONS IDENTIFY PROSCRIBED BEHAVIORS WHICH LEAD TO PROSCRIBED SENTENCES.**
- ◆ **THE EMPHASIS IS ON THE ACT AND THE OFFENDER, A *SYSTEM-CENTERED* RESPONSE.**
- ◆ **THE SAIC CAN LINK WHAT HAPPENS TO THE VICTIM WITH APPROPRIATE *VICTIM-CENTERED* RESPONSES WITHIN THE CRIMINAL JUSTICE SYSTEM.**
- ◆ **IN ORDER TO BECOME VICTIM-CENTERED, THE SAIC NEEDS TO DEFINE SEXUAL ASSAULT IN TERMS OF SPECIFIC, SEX-RELATED, CRIMINAL ACTS PERPETRATED *AGAINST VICTIMS*.**

DEFINITION ELEMENTS

THERE ARE FOUR DESIRABLE ELEMENTS TO INCORPORATE IN THE SEXUAL ASSAULT DEFINITION:

- 1. GENDER NEUTRALITY**
- 2. SPECIFICATION OF PROSCRIBED ACTS**
- 3. PROTECTION OF THE RIGHT OF CHOICE**
- 4. PRESERVATION OF PRIVACY AND CONFIDENTIALITY NEEDS OF THE VICTIM**

LESSON PLAN I-8:

STEP 1: INVENTORY OF EXISTING SERVICES

TIME REQUIRED:
45 Minutes

OBJECTIVE:

- ◆ To enable SAIC members to identify all of the resources available in their communities that could provide services to sexual assault victims.

PREPARATION:

- ◆ Reproduce the following two forms for distribution to each participant. (It may help to use a different color for each form.)

ACTIVITIES:

- ◆ Brainstorming session to begin to identify the master list for the Inventory Survey.
- ◆ Discuss SAIC agencies and other organizational sub-units that may have contact with or provide services to sexual assault victims.
- ◆ Discuss other organizations and agencies that may have resources important to the needs of sexual assault victims.

A. Master List (Each agency should make as many copies as is necessary to delineate their contact with and services for sexual assault victims.)

NAME OF AGENCY/ORGANIZATION: _____

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

List of Referral Agencies
for

NAME OF AGENCY/ORGANIZATION: _____

We call upon, or make referrals to, the following agencies for assistance to sexual assault victims. (Make as many copies of this form as is necessary.)

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____



**National
Victim Center**

**DAY TWO
CURRICULUM**

LESSON PLAN II-1: ACCESSING AND INTERPRETING SEXUAL ASSAULT DATA

TIME REQUIRED:
1 Hour

OBJECTIVES:

- ◆ To familiarize SAIC members with sources of information in their community concerning the problem of sexual assault.
- ◆ To develop a list of the kinds of records kept by each agency and the information that can be derived from each.

PREPARATION:

- ◆ Prepare overhead projection transparencies.
- ◆ Have flip charts and magic markers in the front of the room.

ACTIVITIES:

- ◆ Discuss the kinds of information useful to explain the nature and scope of the sexual assault problem in the community using the overhead projection transparencies.
- ◆ Use flip charts to list sources of information, kinds of information, and agency maintaining records.
- ◆ Discuss ways to present information in easy to understand formats.

SEXUAL ASSAULT DATA



WHY COLLECT IT?

WHERE IS IT?

HOW CAN IT BE USED?

WHY?

WHERE?

HOW?

Rape in America

FORCIBLE RAPE

an event that occurred without the woman's consent, involved the use of force or threat of force, and involved sexual penetration of the victim's vagina, mouth or rectum

(National Victim Center, 1992)

1.3
per minute

683,000
per year

78
per hour

FORCIBLE RAPES

56,916
per month

1,817
per day

(National Victim Center, 1992)

What information is collected by your agency?

Rape Crisis

Medical/Health Care

Police

Prosecutor

- What do you want to know?

What information already exists?

- What else do you need?

Who has/where is potential access to information?

VICTIM PROFILE

Age

Gender

Ethnicity

Relationship to assailant

Location of
assault/victim's
residence

- **CASE OUTCOME**

Reported to police?

Assailant arrested?

Charges filed?

- Guilty plea?

Trial/verdict?

Length/terms of sentence?

VICTIM SERVICES

Medical exam:

Emergency room

Other (Dr.'s office)

Advocate assigned?

When?

Number/nature of
contacts?

Victim compensation
arranged?

LESSON PLAN II-2: STEP 2: VICTIM SATISFACTION SURVEY

TIME REQUIRED:

1 Hour

OBJECTIVE:

- ◆ To formulate a strategy for use by the SAIC to evaluate services to sexual assault victims, from the victims' perspective.

PREPARATION:

- ◆ Prepare overhead projection transparencies.
- ◆ Duplicate the Victim Satisfaction Survey (VSS) form in sufficient number to give each participant a copy.
- ◆ Make large poster size copy of system chart.
- ◆ Cut out 8 - 10 arrows from poster board.

ACTIVITIES:

- ◆ Review of information in *Workbook* on VSS.
- ◆ Examine the VSS sample.
- ◆ Group discussion on how a VSS could be conducted, including logistic concerns (who would conduct and analyze). Use large copy of system chart and stick arrows on the chart to indicate points where the VSS needs to be administered.

VICTIM SATISFACTION SURVEYS

WORKBOOK Section III.

Steps:

- 1. Who will conduct?**
- 2. Develop survey.**
- 3. Conduct survey.**

● **PRIVACY CONSIDERATIONS**

Ask permission.

Insure confidentiality.

● Contact victim before
sending survey:
mail or pick up?

Avoid identifying information
in reports.

● Media safeguards.

TIPS

If less than 100, survey all.

If less than 100% surveyed,
selection must be random.

- Lottery
- Table of random numbers

Send survey with cover letter
and self-addressed stamped
envelope.

Include all cases reported to
different agencies, whether
charges pursued or not.

ELEMENTS

Gather info. on all agencies interacting with victim.

Include victims whose cases were & were not prosecuted.

Determine services offered & satisfaction level.

Ask about other services.

Did victim participate in case-related decisions?
Satisfaction?

Victims can offer suggestions for system improvement.

Input from diverse group of victims solicited.

Optional identifying information allows for follow-up.

**Where, in the
process, should
victims be
surveyed?**

VICTIM SATISFACTION SURVEY

Instructions:

The (Community) Sexual Assault Interagency Council is conducting a survey of sexual assault victims to measure their satisfaction with the services they received subsequent to being sexually assaulted. The Interagency Council requests your assistance with this survey. The Interagency Council will use the information you provide to improve services offered by its members to victims of sexual assault. This is an anonymous survey and you need not give your name.

The first section of the survey asks questions to identify the initial agencies or organizations with which you had contact or which may have offered services to you. The following four sections ask about your satisfaction with the services you received from law enforcement agencies, prosecutors, victim assistance programs or rape crisis centers, and medical services.

- ◆ *If you did not receive services from one or more of these components, please check the appropriate box for that section and proceed to the next section.*
- ◆ *If there are questions within each section that are not applicable to your experience, please check the "Not Applicable" box.*

Once you have completed the survey, please place it in the enclosed stamped, preaddressed envelop and return it to the Interagency Council. The Interagency Council will compile the results of the survey without revealing the identities of the respondents.

If you experience emotional stress while completing the survey and would like to talk with a crisis counselor, please call (Name of Counselor) at (###)###-####. If you are unable to complete the survey, please place it in the enclosed envelop and return it to the Interagency Council.

Thank you for your help.

Victim Satisfaction Survey

I. GENERAL INFORMATION

- a. What was the first agency contacted after you were sexually assaulted?
- b. How soon after the sexual assault did the contact with the agency or organization in the previous question occur?
- c. Did the first agency contacted suggest that you should contact other agencies or organizations for additional assistance?
- d. If the answer to the previous question was yes, please list the agencies or organizations to which you were referred:

II. DEMOGRAPHIC INFORMATION *(for statistical purposes only)*

- | | | | |
|-------------------------------------|--|-----------------------|--------------------------------|
| a. Date of Birth:
____/____/____ | b. Gender:
Male ____
Female ____ | c. Ethnic Background: | d. Years of Education
_____ |
|-------------------------------------|--|-----------------------|--------------------------------|

V. VICTIM SERVICES PROGRAM OR RAPE CRISIS CENTER

I received services from a victim services program or rape crisis center.

Yes _____ No _____

Name of program/center: _____

N A O P P L I C A B L E	V S A T I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	D I S S A T I S F I E D
--	--	---	---------------------------------	--	--

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

a.	Providing you emotional support to help you cope with the immediate crisis.					
b.	Demonstrating a comprehensive knowledge about what you could expect from law enforcement and the criminal justice system agencies.					
c.	Assisting you to address your immediate concerns after the sexual assault.					
d.	Helping with family contacts and informing them of the sexual assault.					
e.	Obtaining your consent for services <i>prior</i> to delivery.					
f.	Assisting you to complete an application for Crime Victims' Compensation.					
g.	Facilitating communication with law enforcement and other criminal justice agencies concerning your case.					
h.	Providing a victim advocate during interviews and medical examination (if any).					
i.	Assisting with media inquiries concerning your sexual assault.					
j.	Referring to other agencies for additional services.					

COMMENTS ON VICTIM SERVICES/RAPE CRISIS CENTER INVOLVEMENT:

VI. MEDICAL SERVICES

I received services from a medical facility or emergency room.

Yes _____ No _____

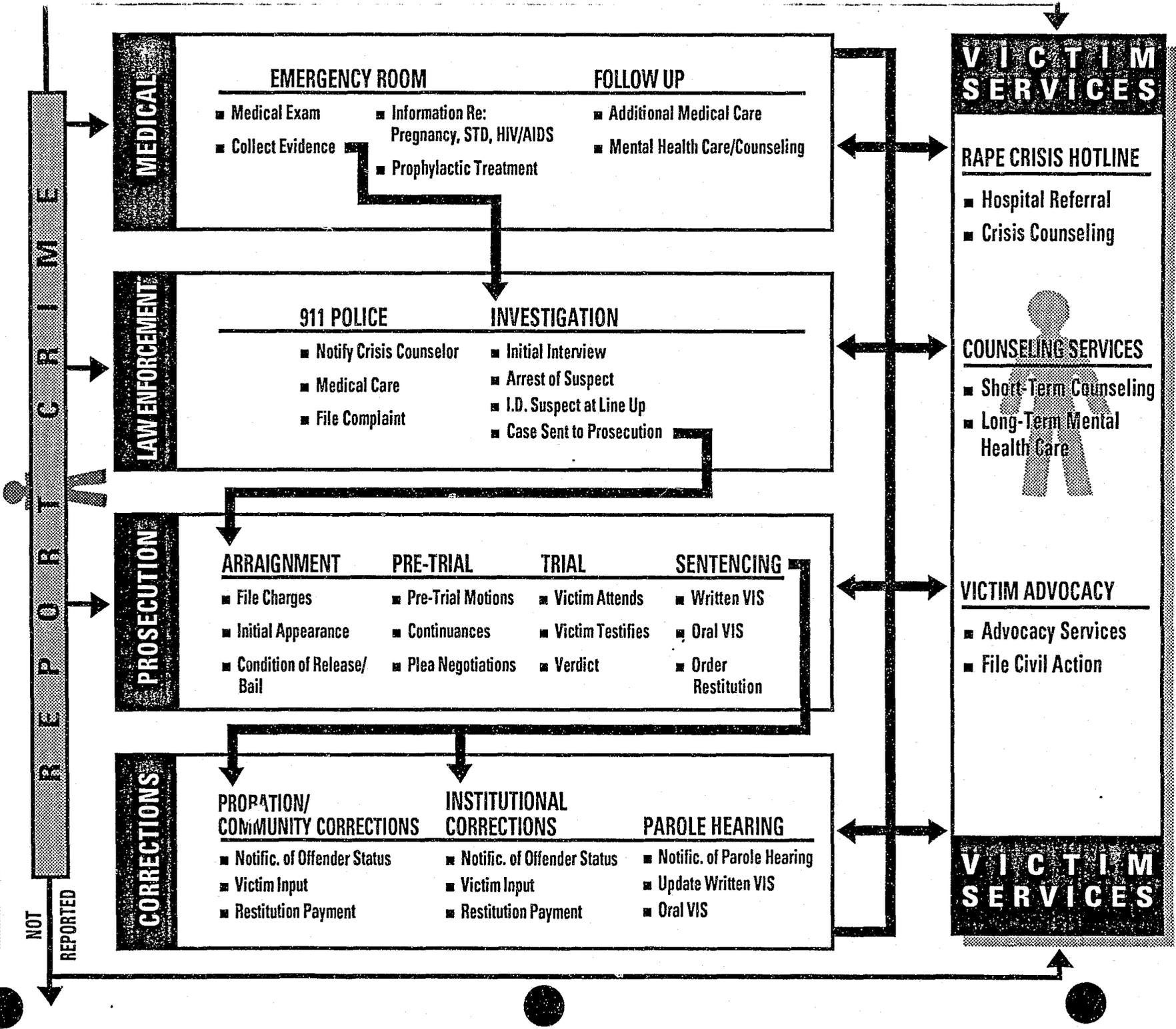
Name of facility: _____

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

	N A P P L I C A B L E	V S A T I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E R S A T I S F I E D
a. Accommodations while waiting for the examination to begin.						
b. Obtaining your consent prior to initiating examination procedures.						
c. Explaining the procedures to be used.						
d. Addressing your questions about possible consequences of the sexual assault.						
e. Attempting to minimize your discomfort during examination.						
f. Facilitating your examination after your arrival at the examination facility through prompt and uninterrupted attention by medical personnel.						
g. Informing you about sexually transmitted diseases, HIV/AIDS and possible pregnancy.						
h. Demonstrating sensitivity to your needs as a sexual assault victim.						
i. Providing facilities for washing after the examination was completed.						
j. Providing replacements for clothing taken as evidence.						
k. Furnishing transportation to and from the hospital.						
l. Taking the financial responsibility for the examination and evidence collection.						

COMMENTS ON MEDICAL SERVICES:

SEXUAL ASSAULT OCCURS



LESSON PLAN II-3: STEP 3: COMMUNITY NEEDS ASSESSMENT

TIME REQUIRED:
1 Hour 15 Minutes

OBJECTIVE:

- ◆ To demonstrate the merger of information from the Inventory of Existing Services, VSS and other information sources into a report of the needs of sexual assault victims in the community.

PREPARATION:

- ◆ Reproduce the overhead projection transparencies.

ACTIVITIES:

- ◆ Overhead slide presentation.
- ◆ Discuss other sources of information.
- ◆ Discuss media involvement in needs assessment process.
- ◆ Town Meeting Exercise from page 116.

COMMUNITY NEEDS ASSESSMENT



● COMMUNITY NEEDS ASSESSMENT INVENTORY OF EXISTING SERVICES

- ◆ Tells not only what DOES EXIST but also identifies where gaps in services are.
- ◆ Other questions that should be asked:
 - ◆ What barriers exist for sexual assault victims to use existing services?
 - ◆ Are services available during appropriate hours and on weekends?
 - ◆ Are service providers representative of the community?
- ◆ Are services adequately supported?

COMMUNITY NEEDS ASSESSMENT VICTIM SATISFACTION SURVEY

- ◆ Identifies needs from a victim's perspective.
- ◆ Agencies and organizations need to avoid being defensive OR self-satisfied.
- ◆ Data should be aggregated to give a broad picture and not be overly reactive to individual observations.

COMMUNITY NEEDS ASSESSMENT OTHER DATA SOURCES

- ◆ Agency and Organizational Statistics

- Number of Cases
 - Trends
 - Caseload/Workload
 - Costs

- ◆ Public Input

- Community-wide Concerns
 - Special Needs
 - Political Pulse

COMMUNITY NEEDS ASSESSMENT REPORT

- ◆ Describes the way the current system operates.
- ◆ Proposes improvements to the existing system to address the identified needs.
- ◆ Establishes priority areas if all of the improvements cannot be made concurrently.
- ◆ Helps frame provisions of the protocol by maintaining the parts of the system that work and modifying those that need improvement.

Town Meeting Exercise

Group is told that they are at a town meeting. One representative from law enforcement, prosecution, medical and victim advocacy will each be permitted to testify to the SAIC about sexual assault as viewed by their agencies.

Divide participants into disciplinary groups and give them a few minutes to select a representative and to prepare testimony. Testimony should include a description of good things their agencies are doing; things that needs improvement; and what they would like to see the SAIC accomplish to help them achieve their missions.

Faculty selects five participants to serve as the SAIC to respond to the testimony and ask one or two questions each. Faculty members may be used to add some realistic humor by representing bogus organizations such as the "Community Association of Defense Attorneys." The point that needs to be made is that as valuable as community meetings can be, the unexpected can (and often does) happen.

LESSON PLAN II-4: INCREASING COMMUNITY INVOLVEMENT

TIME REQUIRED:
45 Minutes

OBJECTIVES:

- ◆ To explore the desirability of involving a larger sector of the community in the SAIC's work.
- ◆ To identify potential roles for increased community participation.

PREPARATION:

- ◆ Have flip charts and magic markers in the front of the room.

ACTIVITIES:

- ◆ Tear sheets on the walls listing unique populations, including:
 - Victim service agencies
 - Mental health organizations
 - Advocacy organizations for the elderly
 - Ethnic and religious organizations
 - Gay and lesbian community organizations
 - High school, college and university student bodies, administrators and faculty
 - Organizations serving individuals who are disabled
 - Elected officials
 - Women's advocacy organizations
 - Victim services networks and coalitions
 - Child advocacy organizations
 - Government agencies not represented on the Interagency Council
- ◆ Under each unique list, as appropriate, write the name of the organization that serves that population and indicate the kinds of services it may be able to provide to sexual assault victims.
- ◆ Discuss strategies for getting these organizations involved in the SAIC.

LESSON PLAN II-5: SEXUAL ASSAULT INTERAGENCY COUNCIL ORGANIZATION

TIME REQUIRED:
1 Hour 15 Minutes

OBJECTIVES:

- ◆ To assist the SAIC in developing their organizational structure for protocol development.
- ◆ To establish a meeting time for the first SAIC meeting.
- ◆ To create a mission statement acceptable to SAIC membership.

PREPARATION:

- ◆ Have flip chart and magic markers in front of room.
- ◆ Arrange chairs into a horseshoe shape.
- ◆ Postcards - one for each participant.

ACTIVITIES:

- ◆ Discuss scope of SAIC activities and options for organizing.
- ◆ Present options for ad hoc task committees and standing committees for writing the protocol.
- ◆ Discuss the mission statement -- that it should be brief (one or two sentences) and capture the vision of the SAIC's existence.
- ◆ If the SAIC does not have an identified chair, the group should select one. After one is designated, he or she will have the responsibility to facilitate the development of a mission statement for their SAIC.

- ◆ If the group is large, it may be divided into smaller groups, however, before the exercise is completed the entire group must reach consensus on one mission statement.
- ◆ Have group set date, location and time for first SAIC meeting after training.
- ◆ Distribute postcards. Have each participant write on the postcard where he or she thinks the protocol development process will be in three months, and self-address the postcard. Mail to recipients three months later so that they can see if their perceptions of the protocol development process were on target (also serves as a motivation and reminder to continue the process).

LESSON PLAN II-6: SETTING PRIORITIES WITHIN THE SAIC

TIME REQUIRED:
45 Minutes

OBJECTIVE:

- ◆ To enable SAIC members to identify gaps in services available for sexual assault victims in the community and to set the priorities to be addressed through protocol.

PREPARATION:

- ◆ Have flip charts and felt-tipped markers in front of room.

ACTIVITIES:

- ◆ Brainstorm with large group some of the needs the group believes will be priorities for the SAIC to address.
- ◆ Discuss why the SAIC can address these better than individual agencies.
- ◆ Examine how different agencies and organizations have different priorities and may need to work on consensus building to achieve common priorities.



**National
Victim Center**

**DAY THREE
CURRICULUM**

LESSON PLAN III-1: STEP 4: WRITING PROTOCOL

TIME REQUIRED:
2 Hours

OBJECTIVE:

- ◆ To practice writing a piece of protocol.

PREPARATION:

- ◆ Duplicate the following Protocol Development exercise and Victim-Centered Responsibility Matrix on pages 122 through 130, so that each participant has a copy.
- ◆ Divide into small groups to complete the exercise.

ACTIVITIES:

- ◆ Each group is to complete the exercise and report back to the large group on how it resolved the problem.
- ◆ The Victim-Centered System Responsibility Matrix is used as a tool to help analyze each step in the exercise solution.
- ◆ Does the solution meet the criteria used earlier to define protocol?
 1. Does it tell what needs to be done?
 2. Does it identify who will do it?
 3. Does it say when it will be done?
 4. Does it say how it will be done?
- ◆ Is the solution to the exercise, in reality, *protocol*?

Protocol Development Exercise

It is 2:00 am Sunday morning. Your local rape crisis center hotline receives a call from the local hospital emergency room advising that a sobbing college student has just arrived there, accompanied by her roommate. The roommate says she arrived home at 1:15 am and found the victim (Shelia) crying uncontrollably on her bed. Shelia eventually told her that the man she had gone out with on a blind date that night had brought her home and "raped" her. The roommate immediately brought her to the hospital.

Discussion:

1. Who will be involved in this case from this point on and what exactly will be their roles? (Use the Victim-Centered System Responsibility Matrix to help assign roles and responsibilities.)
2. Produce an outline of the strategy and agreements you and your SAIC reach about how to handle this case.
3. What issues/problems might you expect to arise and how can they be handled or avoided?

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V I C T I M	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L S E R V I C E	M E N T A L H E A L T H	S C H O O L S	C O U R T S	P R O B A T I O N P A R O L E	C O R R E C T I O N S I N S T	O T H E R	M E D I A
Medical Intake												
Forensic Examination												
Medical Concerns Related to Sexual Assault												

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V I C T I M	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L	M E N T A L	S C H O O L S	C O U R T S	P R O B A T I O N	C O R R E C T I O N S	O T H E R	M E D I A
Crime Victims' Compensation												
Initial Interview												
Investigation												

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V I C T I M	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L	M E N T A L	S C H O O L S	C O U R T S	P R O B A T I O N	C O R R E C T I O N S	O T H E R	M E D I A
Arrest												
Arraignment/Initial Appearance												
Pre-Trial												

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V	P	P	M	S	M	S	C	P	C	O	M
	I	O	R	E	O	E	C	O	R	B	R	E
	C	L	S	D	C	N	H	S	A	T	E	M
	T	I	E	I	S	T	O	H	I	O	N	D
	I	C	U	A	S	H	O	L	S	P	P	A
	M	E	T	L	E	E	L	T	H	A	R	O
	S	E	R	V	I	C	E	S	P	A	R	O
	R	V	I	C	E	S	S	E	R	V	I	C
	E	S	I	N	S	T	I	N	S	T	O	T
	S	E	R	V	I	C	E	S	P	A	R	O
	L	I	N	K	A	G	E	S	P	A	R	O
	L	I	N	K	A	G	E	S	P	A	R	O
Plea Negotiations												
Trial												
Sentencing												
Probation/Community Corrections/Parole												

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V I C T I M	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L	M E N T A L	S C H O O L S	C O U R T S	P R O B A T I O N	C O R R E C T I O N S	O T H E R	M E D I A
Incarceration												
Appeals												
Post-Sentencing												

LESSON PLAN III-2: AFTER PROTOCOL ARE WRITTEN: TRAINING, MONITORING, EVALUATION

**TIME REQUIRED:
1 Hour 15 Minutes**

OBJECTIVES:

- ◆ To remind SAIC members that writing protocol does not complete their responsibilities.
- ◆ To identify potential resources for training and evaluation.

PREPARATION:

- ◆ Have flip charts and magic markers in the front of the room.
- ◆ Have a 3"x5" index card to distribute to each participant.
- ◆ Place index card box in front of room to collect cards.

ACTIVITIES:

- ◆ Overview of the final steps in the protocol development process.
- ◆ Discuss possible sources of trainers and curricula. List on flip charts.
- ◆ Discuss responsibilities of the Monitoring Committee, which include the following tasks:
 - ✓ Recommending an implementation strategy to the Interagency Council complete with target dates to provide the basis for monitoring progress.
 - ✓ Maintaining a progress chart based upon the time lines established by the Interagency Council.

- ✓ Assessing the degree of implementation of the Interagency Council's protocol by each participating agency.
- ✓ Identifying roadblocks to implementing protocol.
- ✓ Assessing the impact of the protocol on victims.
- ✓ Assessing the impact of the protocol on participating agencies.
- ✓ Assigning monitoring teams for conducting on-site visits at agencies.
- ✓ Reporting findings to the Interagency Council.
- ◆ Discuss responsibilities of the Evaluation Committee, which include the following tasks:
 - ✓ Developing and submitting to the Interagency Council for its approval an evaluation design to measure the impact of the Interagency Council protocol.
 - ✓ Establishing data collection requirements and forms necessary to implement the evaluation design.
 - ✓ Overseeing the implementation of the evaluation design.
 - ✓ Utilizing community resources as appropriate to carry out the responsibilities of this committee, *e.g.*, university faculty and students, private sector personnel and computers, etc.
- ◆ Discuss differences between monitoring and evaluation.
- ◆ Discuss evaluation. List possible assistance for evaluation on flip chart.
- ◆ Distribute index cards to participants and ask them to list at least two obstacles to the fulfillment of the SAIC mission.

LESSON PLAN III-3: ANTICIPATING OBSTACLES TO SAIC SUCCESS

TIME REQUIRED:
2 Hours

OBJECTIVE:

- ◆ To examine the magnitude of the tasks facing the SAIC members and the difficulties they may face in achieving them.

PREPARATION:

- ◆ Have flip charts and felt tipped markers at front of room.
- ◆ During the break, read the index cards. Write each obstacle on a flip chart under one of three categories:
 1. SAIC
 2. Criminal Justice System
 3. Community

For example, if the obstacle is, "time to read and write protocol," it belongs under the SAIC category. If the obstacle is, "cooperation of the Chief of Police," it belongs under the Criminal Justice System category. If the obstacle is "community attitudes" it belongs under the Community category.

ACTIVITIES:

- ◆ Start with the SAIC flip chart. Read each obstacle, one at a time. Discuss possible solutions.
- ◆ Next, discuss the Criminal Justice System flip chart and then the Community flip chart. Discuss possible solutions for each obstacle.
- ◆ Address all obstacles and help the group confront the obstacles openly and honestly.

LESSON PLAN III-4: PRODUCING A TIME TABLE FOR PROTOCOL DEVELOPMENT

TIME REQUIRED:
45 Minutes

OBJECTIVE:

- ◆ To establish time frames for each step of protocol development.

PREPARATION:

- ◆ Duplicate the Time-Task Schedule on the following pages and provide a copy to each participant.

ACTIVITIES:

- ◆ Distribute Time-Task Schedule as an example of the need for planning to achieve the mission.
- ◆ Discuss, in general terms, the schedule.
- ◆ Point out advantages of planning ahead and setting deadlines.

SEXUAL ASSAULT INTERAGENCY COUNCIL TASK SCHEDULE

Task	Target Date	Responsibility
Organization of SAIC		
Appoint SAIC chair		
Develop committee descriptions		
Establish committees		
Appoint committee chairs		
Schedule committee meetings		
1. Inventory of Existing Services		
1.1 Create master list of organizations to be contacted		
1.2 Review inventory forms in <i>Workbook</i> and modify if necessary		
1.3 Conduct inventory		
1.4 Collect inventory forms		
1.5 Contact agencies & organizations who have not returned forms		
1.6 Prepare inventory listing		
2. Victim Satisfaction Survey (VSS)		
2.1 Develop VSS strategy		
2.2 Devise VSS form (see <i>Workbook</i> for sample form)		

Task	Target Date	Responsibility
2.3 Select survey respondents and make preliminary contact		
2.4 Send VSS to sexual assault victims who agree to participate		
2.5 Collect returned forms		
2.6 Tally results		
2.7 Prepare VSS report		
3. Community Needs Assessment		
3.1 Collect sexual assault data from SAIC and other agencies and organizations		
3.2 Schedule public meetings		
3.3 Invite officials		
3.4 Send media notices		
3.5 Set agenda		
3.6 Confirm attendance of officials		
3.7 Conduct meeting		
3.8 Analyze information received from all sources		
3.9 Write Community Needs Assessment report		
4. Write Protocol		
4.1 Develop system concept - organization responsibilities		
4.2 Assign protocol writing responsibilities		

Task	Target Date	Responsibility
4.3 First draft completed & reviewed		
4.4 Second draft completed & reviewed		
4.5 Final draft completed & reviewed		
5. Renew Interagency Agreements and Expand SAIC		
5.1 Send protocol to every agency affected by its provisions to get sign-off on it		
5.2 Invite non-SAIC members to join		
5.3 Review Interagency Agreement and revise if necessary		
5.4 New Interagency Agreement signed by all SAIC members		
6. Training		
6.1 Appoint training committee		
6.2 Develop training committee responsibilities		
6.3 Conduct training needs analysis based upon protocol		
6.4 Develop curriculum		
6.5 Identify trainers		
6.6 Conduct "Train the Trainers" program		
6.7 Schedule training		
6.8 Conduct training		

Task	Target Date	Responsibility
7. Monitoring		
7.1 Appoint monitoring committee		
7.2 Define committee responsibilities		
7.3 Develop monitoring checklists		
7.4 Schedule site visits		
7.5 Draft reports		
7.6 Submit reports to SAIC		
8. Evaluation		
8.1 Appoint evaluation committee		
8.2 Define committee responsibilities		
8.3 Develop evaluation design		
8.4 Begin collecting data		
8.5 Interim progress reports to SAIC		
8.6 Data analysis		
8.7 Evaluation report with findings and recommendations to SAIC		

LESSON PLAN III-5: OTHER ROLES FOR THE SAIC

TIME REQUIRED:
30 Minutes

OBJECTIVE:

- ◆ To broaden the vision of potential SAIC roles in the community.

PREPARATION:

- ◆ Have flip charts and felt-tipped markers in front of classroom.

ACTIVITIES:

- ◆ Brainstorm future SAIC activities envisioned by members and write them on the flipchart. Discuss if these are individual goals, agency goals, system goals or community goals.
- ◆ Close discussion with recapitulation of immediate next steps.

TRAINING EVALUATION & GRADUATION

TIME REQUIRED:

45 Minutes

OBJECTIVES:

- ◆ To obtain feedback on the training program.
- ◆ To provide closure and a sense of accomplishment to the training participants.
- ◆ To encourage and motivate the SAIC members in their protocol development tasks ahead.

PREPARATION:

- ◆ Have one evaluation form for each training participant.
- ◆ Have one *Certificate of Participation* for each SAIC member who participated in the training.
- ◆ Bring a tape recorder and a camera with film.

ACTIVITIES:

- ◆ Distribute one evaluation to each training participant, and allow time for the forms to be completed and returned. (An example evaluation instrument is on the following page.)
- ◆ For the graduation ceremony, play a tape of *Pomp & Circumstance* in the background to set the mood. The trainer should call each participant to the front of the room to receive the *Certificate of Participation* and have a picture taken. At the end of the ceremony, take a photograph of the whole group. Each participant should receive his or her own graduation picture, as well as a group picture of the SAIC. Previous SAICs that we have trained have really enjoyed this ceremony and felt it gave the training a good sense of closure. One group created a montage with their photographs and brings it to every SAIC meeting to help motivate them in their protocol development tasks.

***LOOKING BACK, MOVING FORWARD:
A PROGRAM FOR COMMUNITIES RESPONDING TO SEXUAL ASSAULT***

Technical Assistance Program Evaluation Survey

Looking Back, Moving Forward was a national technical assistance project originally conducted by the National Victim Center, in conjunction with the American Prosecutors Research Institute, aimed at improving services to sexual assault victims. The program was funded by the U.S. Department of Justice, Office for Victims of Crime.

The training staff would like to know your opinion about the technical assistance program. This survey is designed to determine your reaction to the program, and whether you think it is useful for establishing a Sexual Assault Interagency Council (SAIC) and developing victim-centered protocol for responding to sexual assault.

The few minutes you spend completing this form will assist the training staff in refining our technical assistance delivery. Thank you in advance for your input and cooperation. Please give the completed survey to a member of the training staff prior to the end of the program.

The following chart lists specific components of the *Looking Back, Moving Forward* three-day technical assistance program as well as resource materials. Please check the category that most accurately reflects your opinion for each component.

Components	Extremely Useful	Useful	Moderately Useful	Not Useful	No Opinion
TECHNICAL ASSISTANCE PROGRAM					
DAY ONE					
Sample Get Acquainted Exercise & Introductions					
Introduction to the Training & Definition of Protocol					
The Protocol Development Cycle: An Eight-Step Process					
Key Language Terms & Defining the SAIC					
Competitive Conflict vs. Cooperative Conflict: Methods for Resolution					
<i>Why Am I Hiding?</i> A Video and Discussion About Sexual Assault					
Step 1: Inventory of Existing Services					
DAY TWO					
Accessing and Interpreting Sexual Assault Data					
Step 2: Victim Satisfactory Survey (VSS)					
Step 3: Community Needs Assessment					
Increasing Community Involvement					
Sexual Assault Interagency Council (SAIC) Organization					
Setting Priorities with the SAIC					

Components	Extremely Useful	Useful	Moderately Useful	Not Useful	No Opinion
TECHNICAL ASSISTANCE PROGRAM					
DAY THREE					
Step 4: Writing Protocol					
After Protocol are Written: Training, Monitoring and Evaluation					
Anticipating Obstacles to SAIC Success					
Producing a Timetable for Protocol Development					
Other Roles for the SAIC					
Evaluation & Graduation					
TECHNICAL ASSISTANCE MATERIALS					
<i>Looking Back, Moving Forward</i> Guidebook					
<i>Looking Back, Moving Forward</i> Workbook					
Use of audio visual materials					
Small group activities					
Flip charts and handouts					
Other (please specify):					

LOOKING BACK MOVING FORWARD

A PROGRAM FOR
SUSTAINABLE DEVELOPMENT
TOWARDS A
MORE JUST AND INCLUSIVE WORLD

WORLD BANK

World Bank
Washington, DC
20547

U.S. Department of Justice
National Institute of Justice

153768
(pts 1 & 2)

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153768

Pt. 2

NICJ 153

APR 14 1995

ACQUISITIONS



National Victim Center

SECTION I: GETTING STARTED

I. GETTING STARTED

CONTENTS:

- A. Invitation Letter
- B. Agenda for Initial Meeting
- C. Interagency Agreement
- D. Media Announcement
- E. Press Release

Organizational Steps

1. Make personal contact with the chief executive of each agency to be part of the Interagency Council. During the contact, solicit each agency's participation in the Interagency Council and determine a date for the chief executive to attend the public meeting at which the Interagency Council will be formalized and announced.
2. Send a letter to each chief executive confirming the wording on the Agreement and verifying the date for the public organizational meeting. (Attachment A)
3. Conduct the public organizational meeting with a ceremonial signing of the Interagency Agreement. (Attachment B)
4. Provide a copy of the suggested Interagency Agreement to each chief executive asking for his or her acceptance or suggestions for changes. (Attachment C)
5. Send the media an announcement of the meeting date, time and place with a brief description of the purpose of the meeting. (Attachment D)
6. Issue a press release announcing the formation of the Sexual Assault Interagency Council. (Attachment E)

A. Invitation Letter

LETTERHEAD OF ORGANIZER'S AGENCY

Dear _____:

As we discussed during our recent meeting, several of the agencies providing services to victims of sexual assault are forming the (Insert Name of Community) Sexual Assault Interagency Council. The purpose of the Interagency Council is to develop protocol for use by all of the participating agencies to assist sexual assault victims.

Based upon the suggestions received, the Interagency Agreement has been modified. The modifications have been incorporated in the copy of the Agreement enclosed with this letter. If you have questions concerning this, please contact me as soon as possible.

The formal organizational meeting will be held at (time), (date), (place). This will be a public meeting during which we will have the ceremonial signing of the Interagency Agreement establishing the Council. Since your agency is a critical participant in the protocol development process, we would like to invite you to speak briefly (3 to 5 minutes) about your support for the concept of an interagency, multi-disciplinary response to sexual assault within our community.

We realize that your busy schedule may limit your personal participation in the development of the protocol. At the organizational meeting we would like to introduce your department's designee who will function as the liaison between the Interagency Council and your agency. The individual you appoint will vote in your absence on matters before the Interagency Council. Please submit your representative's name to me in writing at your convenience.

After the organizational meeting, we will issue a press release announcing the formation of the Interagency Council and include quotes from you and the other chief executives of the participating agencies. (Name) will contact you on (date) for your statements. The press release will describe the purpose of the Interagency Council and some of the activities to be carried-out while developing the interagency, multi-disciplinary protocol.

I am looking forward to working with you and your agency as we strive to address the needs of this community's victims of sexual assault. Thank you for your participation in this very important endeavor.

Sincerely,

encl.

B. Agenda for Initial Meeting

I. Meeting Room Arrangement:

The meeting room should have a head table with a seat for each of chief executives (or their designees). The table may need to be horseshoe shaped to accommodate all of the Interagency Council members. (Many jurisdictions have meeting rooms permanently set up, such as a city council's chambers, that may be suitable for this meeting.) Each place should have a name card with the name and title of the person sitting there. A podium should be set up to one side of the head table with a microphone. Press packets should be prepared, and available, with information about each of the participating agencies and background information concerning sexual assault in the community.

II. Meeting Agenda

- A. Call to Order
- B. Welcome
- C. Brief Introduction of Interagency Concept and Purpose
- D. Sexual Assault Victim's Story*
(Focus should be on how the system addressed the needs of the victim.)
- F. Introduction of Agency Representatives
- E. Interagency Agreement Signing**
(Each signatory should make a brief statement of support when called to the podium to sign the Agreement.)
- G. Set Date for the Next Meeting
- H. Adjourn

* Unless the sexual assault victim gives permission to media representatives to be identified, the media should be asked to preserve the victim's privacy.

** The provisions of the Interagency Agreement should be decided prior to the organizational meeting.

III. Reception (Optional)

Following the meeting, a reception for members of the Interagency Council, other participants on the program, and media representatives may be appropriate. The reception can provide an opportunity for informal press interviews as well as giving Interagency Council members a chance to become better acquainted.

Coffee and other refreshments may be provided by one of the participating agencies or may be obtained through donations.

If a reception is held, individual invitations (see below) should be sent with the notice of the meeting, along with a request for confirmation of attendance. This will allow for proper planning of the reception. The host agency should decide if the reception will be open to the public.

The (Insert Host Agency)

*Requests the Honor of Your Presence
at a
Reception Celebrating the
Establishment of the*

(Insert Community Name) Sexual Assault Interagency Council

on (Date)

*at (Location)
(Time)*

*R.S.V.P.
(###-####)*

C. Interagency Agreement

SAMPLE INTERAGENCY AGREEMENT*

The participating entities herein share certain community goals and purposes in attempting to investigate, prosecute and resolve cases of sexual assault. Each participating agency and organization recognizes the requirement to address the needs of sexual assault victims while fulfilling its mandated responsibilities. In combining our respective individual capabilities, each member agency seeks to increase the effectiveness with which such matters are dealt through the creation of the (insert name of jurisdiction) Sexual Assault Interagency Council, a community-wide, multi-disciplinary, cooperative effort.

The purpose of the creation of the (insert name of jurisdiction) Sexual Assault Interagency Council is to provide and promote closer coordination and better communication among all participants herein. In addition, the community, the victim, and those otherwise involved in the matters of sexual assault will benefit from the guidelines and protocol to be established through cooperative assessment of the nature of the sexual assault problems in this jurisdiction; the needs of sexual assault victims; each agency's responsibilities; and the resources available to address these problems.

Each agency that associates with the (insert name of jurisdiction) Sexual Assault Interagency Council agrees to work toward the creation of standardized, victim-centered protocol for investigation, prosecution and resolution of cases of sexual assault. Each agency participating in this effort agrees to comply with the procedures set forth in the protocol.

Each agency associated with the (insert name of jurisdiction) Sexual Assault Interagency Council understands that it remains solely liable for the actions of its team members. Each agency agrees that there is no liability to the team by virtue of this agreement to informally provide public services.

Each agency that associates with (insert name of jurisdiction) Sexual Assault Interagency Council reserves the right to withdraw from the association. Each agency agrees that withdrawal will happen only after written notification to other team members.

Each agency whose representative signs this open letter of association does hereby commit itself to a cooperative effort to investigate, prosecute and resolve cases of sexual assault.

(Provide signature blocks for agency directors)

* Modelled after Washoe County, NV Child Sexual Abuse Investigation Team

D. Media Release

For Additional Information Contact:
(insert name, title and telephone number)

Sexual assault victims will soon benefit from changes in the manner they are treated by the criminal justice system. According to (insert name and title), several of the agencies and organizations that investigate sexual assault cases and provide services to the victims are forming the (name of jurisdiction) Sexual Assault Interagency Council. The initial meeting is scheduled for (time, day and date), at (location).

During the first meeting, (name and title) will explain the need for the Interagency Council and outline its goals for the coming months. In addition, an Interagency Agreement will be signed by the chief executives of the agencies that will serve on the Council. These agencies include (list agencies and their chief executives or attach a list to the press release and reference the attachment here).

Over the next several months, the Interagency Council will examine the resources available to help sexual assault victims, and survey victims to determine how satisfied they have been with the treatment provided by the existing resources. Public hearings will receive information from others in the community regarding sexual assault and the needs of sexual assault victims. On the basis of this information as well as a community needs assessment, the Interagency Council will develop protocol for use by agencies interacting with sexual assault victims. By working together in developing the protocol or guidelines, Interagency Council members will ensure closer coordination and a more efficient functioning of the entire criminal justice and victim advocacy system.

At the (date) meeting, a sexual assault victim will explain her (or his) experiences while participating in the criminal justice system. According to (insert name and title), a better understanding of victims' experience at the hands of well-intentioned personnel in the criminal justice system will help members of the Interagency Council to gain a better perspective on the issues that the Council needs to address.

The process that the Interagency Council will use is one developed by the National Victim Center, a national non-profit victims' advocacy organization, with support from the U.S. Department of Justice, Office for Victims of Crime.

E. Press Release

**For Additional Information Contact:
(insert name, title and telephone number)**

(Number) criminal justice system agencies and victim service organizations laid the foundation (day of week, afternoon or evening) for improving the criminal justice system's response to the needs of sexual assault victims. These organizations formed the (name of community) Sexual Assault Interagency Council and agreed to create uniform guidelines for responding to sexual assaults within the community.

(Name and title) stated that a sensitive and coordinated response to sexual assault will go far toward encouraging victims to report the crime, and will ease that participation in the criminal justice system -- a process by sexual assault victims. (Name) cited a study of rape victims published by the National Victim Center in Arlington, Virginia, which found that these victims were unlikely to report their assaults due to fear of publicity generated by such reports. The Interagency Council hopes to develop guidelines to protect sexual assault victims from unwanted publicity.

Chief of Police, (name), said that unreported sexual assaults constitute a threat to the public's safety. Many individuals who commit sexual assault are serial offenders who assault more than one victim. Unless the crimes are reported, the assailants cannot be apprehended and stopped.

The Interagency Council will strive to offer all sexual assault victims the benefits of victim support services from the time of their first report for as long as such services are needed. A sexual assault victim spoke about her (his) experiences with the criminal justice system and indicated the value of such services for the victims. To ensure the availability of victim support services, [name of victim advocacy organization(s) or rape crisis center(s)] is/are participating on the Interagency Council.

The Interagency Council will also seek to move toward the creation of a *victim-centered* system by reducing the number of investigative interviews to which sexual assault victims must be subjected, and to increase participation by sexual assault victims in the decisions affecting their cases, such as plea agreements.

The Interagency Council set its next meeting for (date, time and place). Then the Interagency Council will begin to develop a comprehensive list of community services available to sexual assault victims.



**National
Victim Center**

INTRODUCTION

INTRODUCTION

Sexual assault is a national tragedy that devastates the lives of hundreds of thousands victims each year. Many of these sexual assault victims experience additional trauma due to the nature of the *system-centered* response by criminal justice agencies.

Looking Back -- Moving Forward: A Guidebook for Communities Responding to Sexual Assault discusses the history of the criminal justice system's response to sexual assault. It advocates the need to develop *victim-centered* methods of investigating, prosecuting and adjudicating sexual assault cases through development of community Sexual Assault Interagency Councils.

The *Workbook* is designed to complement the materials in the *Guidebook*, and to assist Interagency Councils with organizing and carrying out the steps for developing and implementing multi-disciplinary, multi-agency, victim-centered protocol. It has suggestions for letters, media releases, meeting agendas and other tools that may be easily adapted for use in any community.

There are nine sections to the *Workbook*. The first page of each, beginning with *Section I: Getting Started*, lists the title and section contents in the left-hand column and suggested steps in the right-hand column. Following the title page of each section are the attachments, or supporting materials, for that particular section.

LOOKING BACK -- MOVING FORWARD

A Program for Communities Responding to Sexual Assault

WORKBOOK · Table of Contents

Introduction

Section I: Getting Started

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Section V: Write Protocol

Section VI: Review and Revise Interagency Agreement

Section VII: Develop Training Program

Section VIII: Protocol Monitoring

Section IX: Protocol Evaluation

Section X: Implementation Issues for the Interagency Council

* Companion publication to *Looking Back, Moving Forward: A Guidebook for Communities Responding to Sexual Assault*. These manuals were developed to assist communities in developing victim-centered protocol through Sexual Assault Interagency Council (SAIC) Teams.



**National
Victim Center**

**SECTION II:
INVENTORY OF EXISTING SERVICES**

II. INVENTORY OF EXISTING SERVICES

CONTENTS:

- A. Master List
- B. Referral Letter
- C. Agency Information Form Checklist
- D. Example Form
- E. Victim-Centered System -- Responsibility Matrix (Existing System)

Steps for Conducting the Inventory of Existing Services

1. The Interagency Council develops a master list containing:
 - A. Organizational components within each participating agency providing services to sexual assault victims.
 - B. Any organizations or agencies used for referrals or called upon for assistance in sexual assault cases.
2. Each agency on the list is sent a letter and an agency information form and asked to complete the form and return it to a specified point of contact. (Members of the Interagency Council that provide services to sexual assault victims should also complete the form.)
3. The Interagency Council completes the Victim-Centered System -- Responsibility Matrix describing the system as it currently functions.

A. Master List (Each agency should make as many copies as is necessary to delineate their contact with and services for sexual assault victims.)

NAME OF AGENCY/ORGANIZATION: _____

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

ORGANIZATIONAL COMPONENT: _____

Contact with/Services Provided to Sexual Assault Victims:

List of Referral Agencies
for

NAME OF AGENCY/ORGANIZATION: _____

We call upon, or make referrals to, the following agencies for assistance for sexual assault victims. (Make as many copies of this form as is necessary.)

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

NAME OF AGENCY/ORGANIZATION: _____

Name of Contact Person: _____

Address of Agency: _____

Telephone Number: _____ FAX Number: _____

B. Referral Letter

Dear (Insert Name of Contact Person):

Recently, several agencies and organizations that provide services to sexual assault victims formed the (Name of Community) Sexual Assault Interagency Council. The purpose of the Interagency Council is to develop multi-disciplinary, multi-agency protocol that is victim-centered. Your organization was identified by one or more members of the Interagency Council as either assisting an agency or receiving referrals from the agency to provide assistance to sexual assault victims.

One of the initial steps toward developing the victim-centered protocol is performing a comprehensive inventory of existing services in the community that are resources for sexual assault victims. Your participation in this endeavor is requested. Please complete the enclosed form and mail or fax it to:

(Name)
(Address)
(City & State) Zip:
(Fax number)

Your completed form would be most useful if received by (Date Due). Please indicate on your form if your organization would like to receive more information about this project or be notified of future meetings.

On behalf of the members of the Interagency Council, I want to thank you for making this investment of your valuable time. Your contribution will have a lasting effect on the improvement of services for sexual assault victims in your community.

Thank you.

Sincerely,

s/Interagency Council Chairperson

C. Agency Information Checklist

Design form to capture the following information:

Service Availability: (What services exist?)

- ✓ Name of Agency or Organization
- ✓ Identification of Service(s) Provided
- ✓ Costs (if any)
- ✓ Eligibility Factors for Service

Accessibility: (Are services located where and operated when sexual assault victims need them?)

- ✓ Location(s)
- ✓ Hours of Operation
- ✓ Proximity to Public Transportation (if available)
- ✓ Compliance with *Americans with Disabilities Act* Requirements

Quantity: (Do enough services exist to meet the demand?)

- ✓ Case/Work Load
- ✓ Existence of Waiting List

Quality: (How good are the services?)

- ✓ Staff Qualifications
- ✓ Training
- ✓ Feedback from Clients

Legitimacy: (Do other agencies refer clients to the service?)

- ✓ Referral Sources - Number of Referrals from Each

D. Example Form

Agency Information	
Name of Agency:	
Name of Contact Person:	
Address (Street/State/Zip)	
Telephone:	FAX Number:

1. What services do you provide to, or on behalf of, sexual assault victims?	

2. Does your organization charge sexual assault victims for its services? Yes _____ No _____	
2a. If yes, what arrangements are available to assist clients with limited resources?	
3. Does your organization charge a fee to a recipient or referral agency for its services? Yes _____ No _____	

4. Please indicate sources of revenue for services to sexual assault victims and approximate percentage of organizational income for each.

State and Local Government	Crime Victims Compensation Funds
Third Party Payment	United Way/Combined Federal Campaign/etc.
Contributions	Other (Please Specify)

5. How many field offices or branch locations of your organization serve sexual assault victims?
 Number _____ No field or branch offices _____

Locations: (If necessary, please attach additional pages with addresses of field offices or branch locations, hours of operation of each, proximity to public transportation, and compliance with *Americans with Disabilities Act*.)

Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___	Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___
Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___	Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___
Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___	Location: Hours of Operation: _____ to _____ Number of Blocks to Public Transportation: _____ Compliance with ADA Requirements: Yes ___ No ___

6. Is your organization able to fulfill sexual assault victims' needs or requests for assistance?
 Yes _____ No _____

6a. If the answer to number six is no, please give some examples of unfulfilled needs:

7. How many paid staff does your organization have who provide services for, or on behalf of, sexual assault victims? _____

7a. Staff educational levels -- indicate the number of staff in the boxes below reflecting their highest level of educational attainment.

Staff with high school diploma: _____	Staff with bachelor's degree: _____	Staff with master's degree: _____	Staff with post-graduate degree: _____
--	--	--------------------------------------	---

7b. Does your organization provide staff training? Yes _____ No _____

7b-1. If the answer to 7b is yes, please describe your training program below. Indicate topics and number of hours of training provided pertaining to sexual assault and sexual assault victim services.

Formal training for new staff:	Inservice training:
Specialized courses:	Provision for conference and seminar attendance:

7b-2. Does your organization participate in training programs related to sexual assault provided by other agencies or organizations? Yes _____ No _____

7b-3. If the answer to 7b-2 is yes, please describe the training provided by other agencies or organizations:

8. Does your organization utilize volunteers for services related to sexual assault or sexual assault victims? Yes _____ No _____

8a. If the answer to number 8 is yes, please give the job titles or functions for volunteer positions in your organization and the training requirements for each position.

Job title: Number of volunteer: Training requirements:	Job title: Number of volunteer: Training requirements:
--	--

Job title: Number of volunteer: Training requirements:	Job title: Number of volunteer: Training requirements:
--	--

Job title: Number of volunteer: Training requirements:	Job title: Number of volunteer: Training requirements:
--	--

9. Do you routinely survey sexual assault victims about their satisfaction with the services provided by your organization or agency? Yes _____ No _____

9a. If the answer to question 9 is yes, please describe the process used to collect client feedback.

Referral Sources
(for Sexual Assault Victims)

Source of Referral	Number of Referrals
Self Referral (by Sexual Assault Victim)	
SPECIFIC AGENCIES OR ORGANIZATIONS MAKING REFERRALS FOR SERVICE:	

E. Victim-Centered System -- Responsibility Matrix

Instructions

1. Using the form on the following pages, chart the processes that a sexual assault victim would be subjected to in your jurisdiction -- beginning with the occurrence of the crime and continuing through release of the offender from correctional programs. (See *Guidebook, Chapter I: Looking Back -- Moving Forward*, pages I-11 through I-29 for examples.)
2. Under each stage in the criminal justice process, identify elements which either present obstacles to or facilitate victim involvement.
3. Identify the agency with primary responsibility for each element.
4. Identify the relationship (if any) of other agencies to each element and their level of responsibility or need for knowledge, *i. e.*, primary or secondary responsibility, communications linkage. (See *Guidebook, Chapter I: Looking Back -- Moving Forward*, pages I-10 for a more complete explanation of these levels.)

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V	P	P	M	S	M	S	C	P	C	O	M
	I	O	R	E	O	E	C	O	R	B	R	E
	C	L	S	E	C	N	H	O	U	A	T	I
	T	I	E	C	I	T	S	R	T	A	I	O
	I	M	S	E	R	V	I	C	E	S	P	A
	S	E	R	V	I	C	E	S	P	A	R	O
	L	I	N	K	A	G	E	S	I	N	S	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N	S	T	O	T	H	E	R	M	E	D
	I	A	S	E	S	S	I	O	L	S	C	O
	U	R	T	S	S	C	H	O	O	L	S	C
	O	U	R	T	S	C	O	U	R	T	S	P
	R	O	B	A	T	I	O	N	P	A	R	O
	L	E	S	I	N	S	I	N	S	T	O	T
	I	N										

VICTIM-CENTERED SYSTEM -- RESPONSIBILITY MATRIX

Key to symbols: P = Primary Responsibility S = Secondary Responsibility L = Communications Linkage	V I C T I M	P O L I C E	P R O S E C U T O R	M E D I C A L	S O C I A L	M E N T A L	S C H O O L S	C O U R T S	P R O B A T I O N	C O R R E C T I O N S	O T H E R	M E D I A
Sentencing												
Probation/Community Corrections/Parole												



**National
Victim Center**

**SECTION III:
VICTIM SATISFACTION SURVEY**

III. VICTIM SATISFACTION SURVEY

CONTENTS:

- A. Privacy Considerations
- B. Tips for Conducting the Survey
- C. Survey Cover Letter
- D. Victim Satisfaction Survey (VSS)
Form Checklist
- E. Example Form

Steps for Conducting the Victim Satisfaction Survey

1. Determine which agency or agencies will conduct the Victim Satisfaction Survey. (Attachment B)
 - A. Survey should collect information from all victims who come into the system, *not* just those whose cases are adjudicated.
 - B. The inclusion of rape crisis centers and law enforcement agencies is critical.
2. Develop the survey plan.
 - A. Design sampling protocol and instrument.
 - B. Determine the number of sexual assault cases to be included in the survey.
3. Conduct the Victim Satisfaction Survey.

A. Privacy Considerations

When conducting the Victim Satisfaction Survey (VSS), the Interagency Council must address the concerns of many sexual assault victims about maintaining confidentiality of their identities. The following guidelines should be followed:

1. At an appropriate time, ask sexual assault victims if they would mind being contacted in the future and asked about their feelings concerning the services they received.
2. Design the VSS instrument to permit confidential responses and identify the respondents only with their permission.
3. Prior to conducting the VSS, contact sexual assault victims selected to participate to remind them of the survey and to reassure them that their privacy will be maintained.
4. Ask survey responders where to mail the form, if they would like to have the form mailed to them at home or some other address. Give them the option of picking the form up in person, as some may be concerned that another family member could inadvertently receive it.
5. Take care that any reports generated by the VSS do not present information from which the identity of any single respondent could be derived.

In the study *Rape In America: A Report to the Nation*, female rape victims were at least somewhat or extremely concerned about the following privacy issues:

- Her family finding out that she had been sexually assaulted (71%);
 - People outside her family knowing she had been sexually assaulted (68%);
 - Her name being made public by the news media (50%).
6. There may be considerable media interest in the VSS. Members of the media may want to interview sexual assault victims about their experiences in the criminal justice system. This can be a constructive experience if the media representatives agree to respect the wishes of any sexual assault victims who do not want to have their identities disclosed. Additional safeguards to be followed include:
 - Interagency Council members facilitate contact with the media. Media is not given access to case files with names.
 - All sexual assault victims give prior consent (written, if possible) to being contacted by the media.

B. Tips for Conducting the Survey

If there are fewer than 100 sexual assaults reported in the survey period, the entire population of sexual assault victims may be surveyed.

If less than 100% of sexual assault victims are being surveyed, then those sexual assault victims who are to be surveyed **must** be selected on a random basis.

Randomization may be accomplished by several different methods:

- *The Lottery Method* - Cases are assigned sequential numbers and slips of paper with corresponding numbers are placed in a closed container and drawn. After its number is recorded, the slip of paper is placed back in the container so that the odds of being selected are maintained. For example, if there were 2000 cases in the container, the odds of being selected are 2000 to 1. If the slips of paper with the numbers were not placed back in the drum after being drawn and recorded, the next number would have odds of 1,999 to 1, the next 1998 to 1, and so on.
- *The Table of Random Numbers Method* - Many research methodology texts include tables of random numbers. The table to be used depends upon the number of sexual assault victims for the time period covered by the survey. For example, if there are between 100 and 999 sexual assault victims, the table of random numbers would consist of three digit numbers.

Any telephone directory can substitute for a statistics textbook. Open the directory to any page at random. Take the last two or three digits of the telephone numbers and match them to cases which have been sequentially numbered.

After selecting the sample to be surveyed, send the survey form (Attachment E) with the cover letter (Attachment D) and an enclosed preaddressed, stamped envelop to those selected.

In order to ascertain the satisfaction of sexual assault victims whose cases may not have resulted in conviction and incarceration of their accused assailants, it is important to survey sexual assault victims who exit the criminal justice system at various points in the process. Therefore, the VSS should be conducted by law enforcement agencies and rape crisis centers, and the survey sample drawn from all cases reported to those agencies.

C. Survey Cover Letter

Dear (Insert Ms. or Mr. Surname):

On behalf of the (Community) Sexual Assault Interagency Council, I would like to request your assistance to help us improve our community's services for sexual assault victims. You may recall that one of our staff members contacted you recently asking if you would mind responding to this survey. We appreciate that, at that time, you expressed your willingness to complete the survey form enclosed with this letter.

The results of this survey will be used by all of the agencies in the community to look for better ways to respond to the needs of sexual assault victims. We realize that some of the questions may cause you to recall unpleasant memories of your own case. I wish to assure you, however, that we will respect your privacy. Your participation in this survey will enable us to more effectively assist individuals in the future who have shared experiences similar to yours.

If at anytime the survey causes you to experience distress, please just return the form to us in the envelop provided and do not worry about completing the form. Also, you are encouraged to contact (Insert Name of Crisis Counselor) at (###-####), with any questions or concerns you have about the survey.

The confidentiality of your responses is assured. Your response, along with those of all the sexual assault victims participating in the survey, will give a comprehensive picture of how well we are meeting the needs of the sexual assault victims and will ensure that future victims are spared additional trauma.

Again, on behalf of the Interagency Council, I want to thank you for taking the time to complete this survey.

Sincerely,

encl.

D. Victim Satisfaction Survey (VSS) Form Checklist

Characteristics of the VSS Instrument:

- ✓ Collects information about all organizations which come in contact with sexual assault victims.
- ✓ Surveys sexual assault victims who completed the criminal justice process, as well as those whose cases terminated prior to trial and court disposition.
- ✓ Asks which services were offered and the level of satisfaction with those services.
- ✓ Asks about other services sexual assault victims would have found beneficial.
- ✓ Asks about victim participation in case-related decisions and the level of satisfaction with that participation.
- ✓ Provides an opportunity for sexual assault victims to offer suggestions for system improvement.
- ✓ Solicits the input of a diverse group of sexual assault victims.
- ✓ Offers option for victims to include identifying information for follow-up.

E. Example Form

VICTIM SATISFACTION SURVEY

Instructions:

The (Community) Sexual Assault Interagency Council is conducting a survey of sexual assault victims to measure their satisfaction with the services they received subsequent to being sexually assaulted. The Interagency Council requests your assistance with this survey. The Interagency Council will use the information you provide to improve services offered by its members to victims of sexual assault. This is an anonymous survey and you need not give your name.

The first section of the survey asks questions to identify the initial agencies or organizations with which you had contact or which may have offered services to you. The following four sections ask about your satisfaction with the services you received from law enforcement agencies, prosecutors, victim assistance programs or rape crisis centers, and medical services.

- *If you did not receive services from one or more of these components, please check the appropriate box for that section and proceed to the next section,*
- *If there are questions within each section that are not applicable to your experience, please check the "Not Applicable" box.*

Once you have completed the survey, please place it in the enclosed stamped, preaddressed envelop and return it to the Interagency Council. The Interagency Council will compile the results of the survey without revealing the identities of the respondents.

If you experience emotional stress while completing the survey and would like to talk with a crisis counselor, please call (Name of Counselor) at (###)###-####. If you are unable to complete the survey, please place it in the enclosed envelop and return it to the Interagency Council.

Thank you for your help.

Victim Satisfaction Survey

I. GENERAL INFORMATION

- a. What was the first agency contacted after you were sexually assaulted?
- b. How soon after the sexual assault did the contact with the agency or organization in the previous question occur?
- c. Did the first agency contacted suggest that you should contact other agencies or organizations for additional assistance?
- d. If the answer to the previous question was yes, please list the agencies or organizations to which you were referred:

II. DEMOGRAPHIC INFORMATION *(for statistical purposes only)*

a. Date of Birth: ____/____/____	b. Gender: Male ____ Female ____	c. Ethnic Background:	d. Years of Education _____
-------------------------------------	--	-----------------------	--------------------------------

IV. PROSECUTION

The sexual assault against me was referred to the prosecutor's office.

Yes _____ No _____

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

N O P P L I C A B L E	V S A R T I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E R S A T I S F I E D
---	---	---	---------------------------------	--	---

Pre-Trial

- | | | | | | | |
|---|--|--|--|--|--|--|
| a. Talking with you about the case and possible outcomes. | | | | | | |
| b. Discussing case with you prior to a decision not to prosecute. | | | | | | |
| c. Demonstrating sensitivity and professionalism during interviews. | | | | | | |
| d. Attempting to minimize court schedule delays. | | | | | | |

Plea Negotiations

- | | | | | | | |
|--|--|--|--|--|--|--|
| e. Involving you in discussions related to plea agreements. | | | | | | |
| f. Attempting to provide you the opportunity to address the court at the plea hearing. | | | | | | |

Trial

- | | | | | | | |
|---|--|--|--|--|--|--|
| g. Preparing you to testify in court. | | | | | | |
| h. Accommodations while waiting to testify. | | | | | | |

Sentencing

- | | | | | | | |
|--|--|--|--|--|--|--|
| i. Assisting you with preparation of a Victim Impact Statement. | | | | | | |
| j. Attempting to obtain restitution for your losses due to the sexual assault and your participation in the criminal justice system's investigation and prosecution. | | | | | | |

Post Sentencing

- | | | | | | | |
|--|--|--|--|--|--|--|
| k. Informing you about the custody status of the assailant after the sentence was imposed. | | | | | | |
|--|--|--|--|--|--|--|

COMMENTS ON PROSECUTOR INVOLVEMENT:

V. VICTIM SERVICES PROGRAM OR RAPE CRISIS CENTER

I received services from a victim services program or rape crisis center.

Yes _____ No _____

Name of program/center: _____

N O P P L I C A B L E	V S E A R T Y I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E R S Y A T I S F I E D
---	---	---	---------------------------------	--	--

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

a.	Providing you emotional support to help you cope with the immediate crisis.					
b.	Demonstrating a comprehensive knowledge about what you could expect from law enforcement and the criminal justice system agencies.					
c.	Assisting you to address your immediate concerns after the sexual assault.					
d.	Helping with family contacts and informing them of the sexual assault.					
e.	Obtaining your consent for services <i>prior</i> to delivery.					
f.	Assisting you to complete an application for Crime Victims' Compensation.					
g.	Facilitating communication with law enforcement and other criminal justice agencies concerning your case.					
h.	Providing a victim advocate during interviews and medical examination (if any).					
i.	Assisting with media inquiries concerning your sexual assault.					
j.	Referring to other agencies for additional services.					

COMMENTS ON VICTIM SERVICES/RAPE CRISIS CENTER INVOLVEMENT:

VI. MEDICAL SERVICES

I received services from a medical facility or emergency room.

Yes _____ No _____

Name of facility: _____

If the answer to this question is yes, please indicate your satisfaction with the following items by placing an "X" in the appropriate column.

	N A O P T I C A B L E	V S E R T I S F I E D	S A T I S F I E D	N E U T R A L	D I S S A T I S F I E D	V D E I R S A T I S F I E D
a. Accommodations while waiting for the examination to begin.						
b. Obtaining your consent prior to initiating examination procedures.						
c. Explaining the procedures to be used.						
d. Addressing your questions about possible consequences of the sexual assault.						
e. Attempting to minimize your discomfort during examination.						
f. Facilitating your examination after your arrival at the examination facility through prompt and uninterrupted attention by medical personnel.						
g. Informing you about sexually transmitted diseases, HIV/AIDS and possible pregnancy.						
h. Demonstrating sensitivity to your needs as a sexual assault victim.						
i. Providing facilities for washing after the examination was completed.						
j. Providing replacements for clothing taken as evidence.						
k. Furnishing transportation to and from the hospital.						
l. Taking the financial responsibility for the examination and evidence collection.						

COMMENTS ON MEDICAL SERVICES:



**National
Victim Center**

**SECTION IV:
COMMUNITY NEEDS ASSESSMENT**

IV. COMMUNITY NEEDS ASSESSMENT

CONTENTS:

- A. Advisory Committees**
- B. Sexual Assault Statistics**
- C. Public Hearing
Announcement**
- D. Individual Invitations**
- E. Public Hearing Agenda
Checklist**
- F. Effective Data
Interpretation Techniques**
- G. Community Needs
Assessment Report Outline**

Steps to Develop Community Needs Assessment Report

1. Complete the Inventory of Existing Services and Victim Satisfaction Survey.
2. Appoint Advisory Committees. (Attachment A)
3. Gather the Sexual Assault Statistics. (Attachment B)
4. Conduct Public Hearings. (Attachments C, D, E)
5. Analyze the Data. (Attachment F)
6. Write the Community Needs Assessment. (Attachment G)

A. Advisory Committees

Looking Back, Moving Forward: A Guidebook for Communities Responding to Sexual Assault includes the suggestion that Interagency Councils create Advisory Committees of sexual assault victims, media representatives, elected officials, religious leaders and/or others. (See *Chapter IX: Expanding the Interagency Council.*)

All Advisory Committees must have specific written responsibilities defining their roles in formulating the community needs assessment and reviewing and commenting on proposed protocol.

Each Advisory Committee should have a workable number of members (usually between five and nine members is sufficient).

The *Workbook* provides space here to list the Advisory Committees for your Interagency Council. There are blanks for additional Advisory Committees appropriate for your jurisdiction.

The Interagency Council appoints Advisory Committee chairpersons.

The Interagency Council also provides written task assignments to the Advisory Committees with deadlines for completing their work.

Advisory Committees

Sexual Assault Victims' Advisory Committee

Chairperson: _____

Members:

Advisory Committee on the Media

Chairperson: _____

Members:

Elected Officials' Advisory Committee

Chairperson: _____

Members:

_____ **Advisory Committee**

Chairperson: _____

Members:

**Religious Community Advisory
Committee**

Chairperson: _____

Members:

_____ **Advisory Committee**

Chairperson: _____

Members:

B. Sexual Assault Statistics

The Community Needs Assessment must examine the scope of the problem in the geographical area served by the Interagency Council. In order to document the nature of the sexual assault problem as well as the system's response, the Interagency Council needs to collect and analyze data.

It is likely that most of the data needed for the Community Needs Assessment report is being collected by local agencies in some form. Sources include police crime reports, prosecutor case files, rape crisis center service statistics, and emergency room case counts.

If annual statistics are used, care should be taken to ensure that they cover the same 12 month period. Some agencies use a calendar year, while others may use a fiscal year.

Data Specifications:

1. Aggregate number of reported sexual assaults for one year.
2. Number of sexual assaults by type of assault (*e.g.*, first degree rape, lascivious conduct, *etc.*).
3. Number of sexual assaults by type of assault with age and sex of victim.
4. Number of sexual assaults by time and days of week when they occurred.
5. Geographic distribution of reported sexual assaults.
6. Number of sexual assaults reported to each type of agency, *i.e.*, law enforcement agency or rape crisis center.
7. Number of sexual assault cases at each entry and exit point of the system, *i.e.*, number of cases reported to law enforcement agencies which were investigated and no further action taken; investigated and sent to prosecutor; etc.
8. Number of cases closed by arrest of perpetrator.
9. Number of convictions.
10. Average sentence and time served.

C. Public Hearing Announcement

**For additional information, contact:
(insert name, title and telephone number)**

The (insert name of community) Sexual Assault Interagency Council will hold a public hearing at (insert time) on (insert day of week and date) in (insert place and address). The purpose of the hearing is to obtain information about the needs of sexual assault victims in the community. The Interagency Council will draw upon this information as it develops multi-disciplinary protocol for responding to sexual assault.

According to (insert name and title of official spokesperson) there were (insert number) sexual assaults reported in (insert name of community) last year. The actual number of sexual assaults is unknown because, as documented in several research studies, over 80% of sexual assault victims are reluctant to seek help after their assaults and, therefore, do not make a report.

Representatives of law enforcement, medical, social services, victim services and other criminal justice system agencies are expected to testify during the hearing. Invitations have also been extended to organizations serving distinct populations of elderly, disabled and minority groups to speak on behalf of their constituencies.

Individuals who wish to present information at the hearing should contact (insert name) at (insert telephone number). Due to the time constraints, speakers will be limited to five (5) minutes each in which to make their statements. Additional written information will be accepted by the Interagency Council.

D. Individual Invitations

In order to receive maximum benefit from the public hearings, the Interagency Council should extend individual invitations to organizations in the community representing constituencies which, may have distinct victim-service related needs.

These organizations should be encouraged to identify:

- Successful aspects of the current service delivery system to sexual assault victims;
- Barriers to effective delivery of services to their constituencies; and
- Services which organizations can provide to their constituents who have been sexually assaulted.

Organizations to Receive Invitations:

1. Victim service agencies
2. Mental health organizations
3. Advocacy organizations for the elderly
3. Ethnic and religious organizations
4. Gay and lesbian community organizations
5. High school, college and university student bodies, administrators and faculty
6. Organizations serving individuals who are disabled
7. Elected officials
8. Women's advocacy organizations
9. Victim services networks and coalitions
10. Child advocacy organizations
11. Government agencies not represented on the Interagency Council

F. Effective Data Interpretation Techniques

Complex statistical calculations are unnecessary for the interpretation of the data collected for the Community Needs Assessment report. The Interagency Council needs to have data presented in ways which reveal strengths and weaknesses of the existing system and facilitate policy decisions.

The following data presentation techniques should be considered:

- **Case Studies** - Data may be analyzed and a representative case developed that can then be tracked through the system -- with explanations of what typically occurs at each stage of the case.
- **Victim Based Tracking System** - The Interagency Council creates a flow chart of its system of response to sexual assault cases. The number of victims is indicated at each point in the system to demonstrate how victims are processed through the sexual assault response system and at what points in the system cases terminate.
- **Trend Analysis** - If data is available for several years, trends can be charted to determine if the problems are increasing, decreasing, or remaining stable over the time periods examined.
- **Victim Profiles** - Aggregating data on age, sex, ethnicity and other demographic factors to develop a better understanding of the kinds of sexual assault victims addressed by the Interagency Council protocol.
- **Offense Mapping** - Providing maps of the jurisdiction with the locations of sexual assaults. This can identify patterns of the offense as well as possibly identifying areas that have characteristics increasing the risk of sexual assault, *i.e.*, a subway stop with inadequate lighting that has significant numbers of travelers entering and leaving after dark.
- **Pie Charts** - Graphically compare relative sizes (percentages) of the whole through wedge-shaped segments of a circle.

G. Community Needs Assessment Report Outline

I. Introduction

This section of the report identifies the agencies and organizations participating on the Interagency Council. It reviews the processes used by the Interagency Council to develop the Community Needs Assessment report.

II. Community Sexual Assault Data

This section of the report provide a description of the sexual assault problem in the community. It should include aggregate numbers of sexual assault cases, agency-by-agency service statistics, sexual assault victim information, and a description of the response system for sexual assault cases. (See Attachment F: Effective Data Interpretation Techniques for some ways to present this information.)

III. Inventory of Existing Services

This section offers a listing of all agencies and organizations with a brief description of the services they provide. An Appendix should provide more complete information about each of the agencies.

IV. Victim Satisfaction Survey (VSS)

This section presents the findings of the VSS. Information from the survey should be organized by agency and system process. The information should present indicators of satisfaction and dissatisfaction, *e.g.*, 55% of respondents indicated they were satisfied with the response of the police 911 operator while 40% indicated dissatisfaction and 15% indicated neither satisfaction nor dissatisfaction. In addition to numerical data, this section should discuss factors related to the satisfaction levels indicated by the VSS.

V. Results from Public Hearing

This section presents the information derived from the public hearings, in an organized and presented in digest form. Footnotes may be used to indicate the source of the information from the hearing. Original written testimonies can be offered in an Appendix.

VI. Findings of the Interagency Council

In this section, the Interagency Council should discuss its interpretation of the complete collection of information. This section will include the strengths of the existing system as well as areas that need improvement. The final protocol will preserve successful components while remedying those that are inadequate.

VII. Priority Concerns of the Interagency Council

This section should summarize the findings of the Interagency Council and identify areas the Council designates as priorities for protocol development.



**National
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**SECTION V:
WRITE PROTOCOL**

V. WRITE PROTOCOL

Steps for Writing Protocol

1. Review the Community Needs Assessment report.
2. Develop consensus among Sexual Assault Interagency Council members on protocol's objectives. (Attachment A)
3. Assign agency responsibility for protocol writing (Attachment B). Writing may be accomplished by a subcommittee such as a *law enforcement subcommittee*. All protocol should use a standardized format. (Attachment C)
4. Review and critique protocol by Advisory Committees. Revise as necessary.
5. Draft protocol submitted to the Interagency Council and assess using appropriate checklists. (Attachments D, E, F, G)

CONTENTS:

- A. Developing Objectives
- B. Victim-Centered System -- Responsibility Matrix (Revised System)
- C. Protocol Format
- D. Law Enforcement Checklist
- E. Prosecution Checklist
- F. Victim Services Checklist
- G. Medical Checklist

A. Developing Objectives

Objectives:

State the primary purpose that the Interagency Council wants to achieve with the protocol.

Should be measurable. Objectives selected by the Interagency Council should indicate a measurable level of achievement; for example, to increase by 25% the number of sexual assault victims who are referred to the rape crisis center for support services.

Should be achievable. Every community would like to have a sexual assault response system that functions perfectly. Unfortunately, no system functions perfectly. Rather than set unrealistically high objectives, the Interagency Council should set challenging, but achievable goals.

Should establish standards. The Interagency Council's consensus about the objectives for the system's response to sexual assault sets performance standards by which individual pieces of protocol may be measured.

Should be victim-centered. Each agency and organization on the Interagency Council may use objectives to identify opportunities for sexual assault victims to participate in case-related decisions, as well as to minimize secondary trauma due to interviews, thereby reducing repeated disruption of their lives.

*If you don't know where you
are going, how will you know
when you get there?*

-- Author Unknown

B. Victim-Centered System -- Responsibility Matrix (Revised System)

The *Victim-Centered System -- Responsibility Matrix* which was used to inventory existing services may be revised and used to guide the writing of protocol. In order to use the form for this purpose, the Interagency Council must reach consensus on how the revised system will operate. Once these decisions are made, subcommittees may be given assignments for writing specific protocol.

The next page has a blank *Victim-Centered System -- Responsibility Matrix (Revised System)* that should be reproduced as many times as necessary. Headings for each section of the protocol can be inserted at the appropriate places with the topic of the protocol placed in the large column.

C. Protocol Format

The Interagency Council needs to establish a uniform format for the writing of its protocol. The format should:

- Display the date on which the protocol became effective;
- State the goal of the protocol;
- Delineate the tasks necessary to achieve the goals;
- Enumerate the procedures for carrying out the tasks; and,
- Identify the personnel responsible for implementing the procedures.

D. Law Enforcement Checklist

Protocol Checklist: Law Enforcement

DISPATCHER

- Determine if assailant is present.
- Determine if emergency medical care is needed.
- Dispatch patrol officer(s) according to departmental policy.
- Determine if victim wants contact for victim assistance.
- Keep sexual assault victim on-line until patrol officer(s) arrive.
- Transfer sexual assault victim's call to rape crisis center hotline counselor.
OR

FIRST RESPONDER

- Determine need for emergency medical care.
- Arrange transportation to and from hospital.
- Ask sexual assault victim if the suspected assailant is at the crime scene.
- Ask victim for description/identification of assailant and broadcast be-on-the-lookout (BOLO) message for suspect.
- Advise victim of evidence preservation steps.
- Preserve the crime scene (if sexual assault was recent).
- Advise victim of availability of victim assistance and encourage acceptance of victim counseling and advocacy services.

INVESTIGATORS

- Keep sexual assault victim informed about the status of the case.
- Address victim's concerns for safety and the possibility that the assailant will return.
- Accommodate victim's needs during investigatory processes which require victim participation, *e.g.*, interviews, hearings, line-ups.
- Notify sexual assault victim when suspect is taken into custody.
- Advise victim of custody status of suspect and any changes in that status.
- Permit victim advocate to be present during line-ups to provide emotional support for the victim.

INITIAL INTERVIEW

- Determine information needs for police and prosecutor from victim interviews to minimize necessity of repetitious interviews.
- Provide appropriate steps to make sexual assault victim comfortable with the interview, *i.e.*, ask victim about gender preference for interviewer or allow victim to have an advocate or friend present during the interview.
- Provide interpreter services if needed, including language translation for non-English speaking and signing for hearing disabled sexual assault victims.
- Ask sexual assault victim if he or she wants to file a complaint and have the case prosecuted.
- If there a stated policy about the use of video and/or audio taping of the interview, inform victim of this process and how the tape will be used in later proceedings.

E. Prosecution Checklist

Protocol Checklist: Prosecution

GENERAL PROSECUTION PROTOCOL

- Notify sexual assault victim of all hearings and changes in schedules.
- Consider the needs of the sexual assault victim when scheduling case-related activities, *e.g.*, religious holidays, health requirements, family activities and occupational requirements.
- Facilitate victim participation in all activities at which the assailant has a right to be present.
- Establish communication methods to avoid unnecessary trips to the courthouse, *e.g.*, electronic pagers, on-call system for victims or voice mail system for victims to call in and receive current case status information.
- Object to continuances unless they benefit the victim.

INITIAL APPEARANCE, ARRAIGNMENT AND BAIL HEARINGS

- Discuss desired conditions of release with sexual assault victim prior to bail hearing.
- Request that any release on bail or ROR include protection orders for the victim.
- Keep sexual assault victim informed about the detention status of the suspected assailant.
- When possible, allow victim to express concerns about the suspected assailant's dangerousness.

PLEA NEGOTIATIONS

- Inform sexual assault victim of reasons to consider a negotiated plea.
- Describe optional courses of action other than a negotiated plea.
- Determine what courses of action the victim wants to take.
- Consider the needs of the victim in accepting a plea, *e.g.*, restitution, protection, emotional security.
- Provide sexual assault victim the right of allocution at the plea hearing.

TRIAL

- Provide separate areas for victims and defense witnesses.
- Provide court accompaniment for sexual assault victim.
- Provide same access to courtroom as that afforded the defendant.
- Keep victim informed about court schedules: dates, times and places.

SENTENCING

- Ensure opportunity for Victim Impact Statement as a part of sentencing considerations.
- Provide opportunity for a victim statement at the sentencing hearing.
- Include victim needs as part of sentence, *e.g.*, restitution, protection, emotional security.

POST SENTENCING

- Notify victim about changes in offender status.
- Notify victim of scheduled parole hearings.
- Ensure opportunity to update Victim Impact Statement (VIS) for parole board.
- Provide opportunity for a victim statement at parole hearings.
- Provide priority prosecution for violations of release conditions.

F. Victim Services Checklist

Protocol Checklist: Victim Services

INITIAL REPORT

- Determine if the sexual assault victim is in immediate danger.
- Ascertain if emergency medical assistance is needed.
- Help identify and address the immediate concerns of sexual assault victim.
- Answer victim questions about law enforcement and the criminal justice system.
- Offer crisis counseling services.
- Ask if sexual assault victim wants to report the crime to police.
- Establish interagency coordination procedures.
- Caution victim against evidence destruction.
- Arrange transportation to and from hospital.

MEDICAL EXAMINATION

- Provide victim with emotional support during examination.
- With victim permission, discuss assault with family and provide counseling to secondary victims.
- Guarantee that no sexual assault victim has to leave the examination wearing only a hospital gown and sandals; arrange for replacement clothing.
- Provide cosmetics and other toiletries for use after the forensic and medical examinations are completed.

INITIAL INTERVIEW

- Establish guidelines for interagency participation in the interview.
- Establish a clear understanding about the confidentiality of case-related information gained during the interview.
- Define role(s) of the victim advocate during the interview, *e.g.*, provide emotional support, monitor attention to victim needs, help inform victim about what to expect in future.

CRIME VICTIMS' COMPENSATION

- Assign responsibility for assisting victim with completing application for crime victims' compensation.
- Help follow-up on application to ensure that it is processed in a timely manner.

INVESTIGATION

- Establish procedures to facilitate communications between law enforcement investigators and sexual assault victim.
- Provide support for victim participation in the investigation.
- Define procedures for easing fears about safety and security.

ARREST

- Establish responsibility for notifying victim when arrest is made.
- Establish responsibility for notifying victim when there is a change in custody status of suspected assailant.
- Provide guidelines for victim advocate's presence during police line-ups and other proceedings.
- Represent victim at hearings closed to victim presence.

PRE-TRIAL

- Establish procedures for notifying victim of case status.
- Provide guidelines for coordinating communications among agencies providing services to sexual assault victim.
- Develop court monitoring procedures and advocacy for appropriate victim participation in hearings.
- Provide guidance for facilitating victim - prosecutor communications concerning plea negotiations and victim needs.
- Define role of victim services for coordinating "on-call" system for court appearances by victim.

TRIAL

- Establish court accompaniment program by victim advocate.
- Support development of different waiting areas in courthouse to completely separate the victim from access by defendant and defense witnesses.
- Furnish guidelines to offer ongoing emotional support to the sexual assault victim.

SENTENCING

- Define role of victim advocate for assisting victim with the preparation of a Victim Impact Statement.
- Support victim right of allocution at sentencing hearing.
- Continue court accompaniment program.

POST-SENTENCING

- Remind victim of right to seek redress through civil litigation.
- Set guidelines for keeping victim informed about status of appeals.
- Establish procedures for keeping victim informed about parole hearings and changes in incarceration status.
- Help victim prepare or update Victim Impact Statement (VIS) for parole hearings.
- Provide guidelines for enforcing restitution requirements and protection orders, and reporting harassment.

ONGOING VICTIM SERVICES

- Establish guidelines for continuing services as long as the victim requires emotional support or counseling.
- Provide referral guidelines for other community services.

G. Medical Checklist

Protocol Checklist: Medical

HOSPITAL INTAKE

- Provide private waiting area separate from emergency room waiting area for sexual assault victim.
- Provide expedited consultation and attention to victim from specially trained staff.
- Establish procedures to obtain victim consent for each medical and evidentiary procedure.
- Set guidelines for explaining to sexual assault victim the significance of refusing the evidentiary examination and the right to refuse to file charges, even if the evidentiary examination is conducted.
- Define role of victim advocate during medical and evidentiary examination.

EVIDENTIARY EXAMINATION

- Conduct examination in accord with established rape evidence collection protocol.
- Minimize discomfort experienced by the victim.
- Directly handle evidence to maintain chain of custody.

MEDICAL EXAMINATION

- Direct primary attention to immediate medical needs of victim.
- Inform victim about possible pregnancy, sexually transmitted diseases, testing for HIV infection, AIDS, and prophylactic steps to avoid pregnancy and infection.
- Set guidelines for making referrals for follow-up medical and mental health services.



**National
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**SECTION VI:
REVIEW AND REVISE
INTERAGENCY AGREEMENT**

VI. REVIEW AND REVISE INTERAGENCY AGREEMENT

Steps for Reviewing and Revising Interagency Agreement

CONTENTS:

- A. Other Potential Agencies
and Organizations for
Interagency Council
Membership**
- B. Invitation Letter**
- C. Transmittal Letter for
Interagency Council
Protocol**
- D. Adoption Letter from
Agencies**

1. Consider adding to the Interagency Council any agency or organization with an assigned role in protocol implementation. (See Attachment A for potential additions to the Interagency Council)
2. Send a copy of the protocol as approved by the Interagency Council to the chief executive of each agency with a transmittal letter requesting formal adoption of the protocol by each agency or organization. (Attachment B and C)

A. Other Potential Agencies and Organizations for Interagency Council Membership

Chapter IX: Expanding the Interagency Council of the Guidebook suggests additional agencies as potential expansions to the Interagency Council.

Each community has different agencies and organizations, as well as specific requirements for the effective implementation of its protocol. This may be a good point to consider expanding the Interagency Council *based upon the requirements of the protocol.*

Possible Expansion Agencies (*if not already members*)

- **Social Services** (including child protective services and adult protective services)
- **Mental Health**
- **Schools, Colleges and Universities**
- **Courts**
- **Corrections** (Including probation and parole agencies as well as institutional corrections)
- **Organizations Serving Distinct Populations**

B. Invitation Letter

Dear (Name) :

On behalf of the (community) Sexual Assault Interagency Council, I am pleased to present this copy of the protocol adopted by the Interagency Council at our meeting on (date). It represents many hours of hard work by its members. The implementation of these protocol will ensure that the needs of sexual assault victims in our community will be more sensitively and adequately addressed.

During the development process, members of the Interagency Council recognized the significance of your organization's services to sexual assault victims. Because of these responsibilities, we believe that the community would benefit from official representation of your agency on the Interagency Council. Your agency may join the Interagency Council by signing the enclosed Interagency Agreement. We also ask that you name an official agency representative of your organization to serve on the council. Please contact (Name), at (###-####) with the name of your appointee.

In addition, we are requesting that each of the agencies on the Council review the protocol and formally incorporate its provisions into their individual agency policies. To document your acceptance of the protocol, I have enclosed a form for you to sign and return. Once all of the agencies have signalled their acceptance, we will develop training programs for all personnel affected by the protocol so that they may be implemented in an orderly and professional manner.

Please do not hesitate to contact me if you have questions concerning the protocol or the activities of the Interagency Council. We appreciate the way in which your organization has assisted the Council and hope that you will accept our invitation to become a full member.

Thank you.

Sincerely,

C. Transmittal Letter for Interagency Council Protocol

Dear (Name) :

On behalf of the (community) Sexual Assault Interagency Council, I am pleased to present this copy of the protocol adopted by the Interagency Council at our meeting on (date). It represents many hours of hard work by its members, including (name) appointed from your agency. The implementation of these protocol will ensure that the needs of sexual assault victims in our community will be more adequately addressed.

We are requesting that each of the agencies on the Council review the protocol and formally incorporate its provisions into their individual agency policies. To document your acceptance of the protocol, I have enclosed a form for you to sign and return. Once all of the agencies have indicated their acceptance of the protocol, we will develop training programs for all personnel affected so that the protocol may be implemented in an orderly and professional manner.

Please do not hesitate to contact me if you have questions concerning the protocol or the activities of the Interagency Council. We appreciate your organization's able representation and participation in the activities of the Council.

Thank you.

Sincerely,

S/Chairperson

D. Adoption Letter from Agencies

Dear (Chairperson of Interagency Council) :

I have reviewed the protocol developed by the staff of (community) Sexual Assault Interagency Council which was presented to me on (date). (Agency's name) agree with the protocol and are incorporating them into our policies and procedures. The implementation of these protocol will assist our staff in improving their interaction with sexual assault victims. We look forward to participating in the training program and future activities of the Interagency Council.

Thank you.

Sincerely,

(Agency/Chief Executive)



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**SECTION VII:
DEVELOP TRAINING PROGRAM**

VII. DEVELOP TRAINING PROGRAM

CONTENTS:

- A. Training Committee Responsibilities Checklist
- B. Training Needs Analysis

Steps for Developing a Protocol-Based Training Program

1. Form a Training Committee with representatives from each agency to develop the required training program. (See Attachment A for the responsibilities of this committee)
2. Conduct a Protocol-Based Training Needs Analysis. (Attachment B)
3. Formulate specific lesson plans to meet the needs identified by the analysis.
4. Select instructors with necessary expertise and experience to implement training program.
5. Conduct a *train-the-trainers* seminar so that all instructors understand the protocol implementation process and relay it to staff in a consistent manner.
6. Develop a training schedule for each staff member affected by the protocol.

A. Training Committee Responsibilities Checklist

The Training Committee is responsible to the Sexual Assault Interagency Council for the following tasks:

- ✓ Conducting a training needs analysis of the protocol.
- ✓ Developing a training curriculum for personnel responsible for implementing the protocol.
 - Survey agencies and organizations to determine the amount of time that agencies are willing to commit to training.
 - Develop multi-agency joint training.
 - Consider phasing in the training so that time commitments by personnel are more easily integrated into their work schedules. For example, a forty-hour training program may be held one-day per week for five weeks rather than on five consecutive days.
- ✓ Evaluating and certifying personnel knowledge and skills subsequent to the training.
- ✓ Selecting qualified trainers for conducting the training.
- ✓ Conducting an annual *train-the-trainers* course.
- ✓ Establishing a training schedule.
- ✓ Reviewing curriculum continually to ensure that it meets the requirements of the protocol and reflects the most current practices of victim assistance and sexual assault case investigation and prosecution.

B. Training Needs Analysis

Steps for Conducting the Training Needs Analysis

1. Examine each protocol requirement or guideline.
2. Determine what knowledge and skills are necessary for implementing each requirement.
3. Identify specific personnel responsible for implementing each protocol requirement.
4. Arrange knowledge and skills into logical curriculum.
5. Establish curriculum support requirements, *e.g.*, training aids, texts, equipment.
6. Identify qualified instructors to deliver training.
7. Schedule training and assign personnel to attend.



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**SECTION VIII:
PROTOCOL MONITORING**

VIII. PROTOCOL MONITORING

CONTENTS:

- A. **Monitoring Committee Responsibilities Checklist**
- B. **Use of Victim-Centered System -- Responsibility Matrix as a Monitoring Tool**
- C. **Monitoring Tips**
- D. **Monitoring Report Guidelines**

Steps for Monitoring Protocol Implementation

1. Select a Monitoring Committee. (See Attachment A for a description of this committee's responsibilities)
2. Develop a monitoring plan.
3. Use adapted Victim-Centered System -- Responsibility Matrix as a monitoring tool. (Attachment B)
4. Conduct monitoring visits by teams.
5. Submit monitoring report to chief executive of each agency monitored for internal review prior to public disclosure. (See Attachment C for monitoring report guidelines)

A. Monitoring Committee Responsibilities Checklist

The Monitoring Committee is responsible to the Sexual Assault Interagency Council for the following tasks:

- ✓ Recommending an implementation strategy to the Interagency Council complete with target dates to provide the basis for monitoring progress.
- ✓ Maintaining a progress chart based upon the time lines established by the Interagency Council.
- ✓ Assessing the degree of implementation of the Interagency Council's protocol by each participating agency.
- ✓ Identifying roadblocks to implementing protocol.
- ✓ Assessing the impact of the protocol on victims.
- ✓ Assessing the impact of the protocol on participating agencies.
- ✓ Assigning monitoring teams for conducting on-site visits at agencies.
- ✓ Reporting findings to the Interagency Council.

B. Use of Victim-Centered System -- Responsibility Matrix as a Monitoring Tool

The *Victim-Centered System -- Responsibility Matrix* can be adapted as a monitoring tool:

1. Take a blank matrix and identify the specific item of protocol in the first column.
2. Under the agency columns, indicate the agency responsible for implementing that specific protocol.
3. During a site visit to the agency, use the matrix as a checklist for protocol implementation.
4. On a separate piece of paper, make notes regarding the findings of the monitoring team.

C. Monitoring Tips

- Monitoring is intended to ensure that, once protocol have been developed, they are being uniformly applied.
- Monitoring frequently involves *site visits by monitoring teams* usually composed of personnel from agencies and organizations other than the one being monitored. Team members interview agency staff, examine relevant records, and, if feasible, observe agency operations.
- Monitoring teams can function more efficiently if members confer prior to the site visit and assign each team member specific functions for the monitoring visitation, *e.g.*, one member may be responsible for checking training records while another member interviews personnel.
- Monitoring teams should schedule their visits in advance; upon arrival the team should meet with agency or organizational administrators to brief them about the purpose of the monitoring visit and meet with them again to debrief and to thank them for their cooperation.
- Monitoring teams should write their report soon after their site visit so that their report accurately reflects the status of protocol implementation.

D. Monitoring Report Guidelines

The Monitoring Committee is responsible for reporting their findings to the Interagency Council and to the agencies they monitor. The monitoring process is intended to assist with the implementation of the protocol in each of the agencies; therefore, it should not be viewed as adversarial.

As they perform their tasks, the monitoring team should look for strengths as well as weaknesses. The strengths should receive at least as much attention as the weaknesses in the monitoring report.

When a problem has been identified in the course of protocol monitoring, the monitoring team should attempt to identify a probable cause and suggest solutions.

Prior to submitting a monitoring report to the Interagency Council, the monitoring team should provide the agency with a draft of the report, which will enable the agency to prepare its response. Again, monitoring is intended to be supportive of the agency's efforts and not intended to put the agency in a bad light.



**National
Victim Center**

**SECTION IX:
PROTOCOL EVALUATION**

IX. Protocol Evaluation

CONTENTS:

- A. Evaluation Committee Responsibilities Checklist
- B. Evaluation Design Specifications
- C. Suggested Guidelines for Evaluation
- D. Evaluation Report Outline

Steps for Evaluating Victim-Centered Protocol

1. Select an Evaluation Committee. (See Attachment A for a description of this Committee's responsibilities)
2. Formulate the evaluation hypothesis which indicates what will be evaluated.
3. Develop the evaluation design. (See Attachment B for design specifications)
4. Identify data and data sources to be used in the evaluation. (See Attachment C for suggested guidelines on data collection)
5. Implement the evaluation design.
6. Write the evaluation report. (See Attachment D for suggested outline)

A. Evaluation Committee Responsibilities Checklist

The Evaluation Committee is responsible to the Interagency Council for the following tasks:

- ✓ Developing and submitting to the Interagency Council for its approval an evaluation design to measure the impact of the Interagency Council protocol.
- ✓ Establishing data collection requirements and forms necessary to implement the evaluation design.
- ✓ Overseeing the implementation of the evaluation design.
- ✓ Utilizing community resources as appropriate to carry out the responsibilities of this committee, *e.g.*, university faculty and students, private sector personnel and computers, etc.

B. Evaluation Design Specifications

There are three basic kinds of program evaluation designs:

- Clinical
- Correlational
- Comparative

Characteristics of Program Evaluation Designs:

Clinical

- ✓ Uses systematic, logical, non-inferential methods to evaluate relationships among program elements.
- ✓ Can be used with any program.
- ✓ Involves case-by-case analysis of project events or clients.
- ✓ Examines cause - effect relationship between program elements and establishes if the results can be linked to these relationships.
- ✓ Attributes causality by giving reasonable explanations.
- ✓ Does not require complex statistical calculations.

Correlational

- ✓ Cause - effect relationships among program elements are examined through basic statistical calculations.
- ✓ The strength of the relationships among program variables shows what may be working well or not working in the program.
- ✓ Within-program variability can be analyzed for strengths and differences in program relationships.

Comparative

- ✓ Examines cause - effect relationships among program elements through use of "outside" program data.
- ✓ Can be used when either the program has comparison or control groups other than the treatment group; or pro-program *baseline* data are available.
- ✓ Uses *experimental* and *quasi-experimental* designs.

Experimental Designs

- ▶ Most *scientific*.
- ▶ Use randomly formed *control groups*.
- ▶ Random assignment controls *rival causes*.
- ▶ Give high confidence in results.
- ▶ *Rigorous, but may be impractical.*

Quasi-Experimental Designs

- ▶ Less precise, not up to strict experimental design standards, use non-equivalent comparison groups, not randomly formed.
- ▶ *Often more feasible in the "real world."*

C. Suggested Evaluation Guidelines

- Monitoring and Evaluation Committees need to collaborate on the data to be collected and used by both committees. --
- The purpose of this evaluation is to provide program managers with information useful to them for guided decision making -- the evaluation design and data analysis should reflect their needs.
- The Interagency Council needs to define its goals and reach consensus on measures for defining goal attainment.
- In planning for the evaluation, the Sexual Assault Interagency Council should formulate a work plan should formulated to include:
 - ▶ Who will collect the data;
 - ▶ When data will be collected;
 - ▶ How data will be collected;
 - ▶ How data will be verified; and,
 - ▶ How data will be analyzed.

D. Evaluation Report Outline

I. Executive Summary

This is a brief statement of the findings and recommendations derived from the evaluation.

II. Project Description

This section establishes the basis for the evaluation. It describes the origins of the protocol development effort; the agencies involved; the problems that existed in the system prior to victim-centered protocol development; and the objectives for the protocol.

III. Evaluation Design

This section explains what was evaluated and how the evaluation was conducted. It should explain why the particular design was selected; what data were used; and how the data were collected and analyzed.

IV. Evaluation Findings

This section should present the findings of the evaluation and explain what data exist to support each finding.

V. Recommendations

This section should examine the findings and make recommendations for adjusting protocol to better meet the needs of sexual assault. Recommendations should also support continuation and strengthening of the positive findings documented by the evaluation.

VI. Appendices

Include data collection instruments and other important documents which have facilitated the evaluation.